




# EQUALITY IN BUSINESS



## More women in administration – it pays off

**A GUIDE FOR COMPANIES**





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# **Guide in a nutshell**



*I would like to (love to!) be a CEO in a huge corporation offering financial services for (only) 60 months. I would take this company and dig to every crevasse and hiding-place and set its strategy anew, turning it (the company) 179.5 degrees: in the direction of developing the products, advertisement and distribution for women.*

*(...) I assure you that by the end of those 60 months, 11 out of 20 members of my board and 13 out of 20 members of management would be women.*

T. Peters, *Re-imagine!*

Taking into account the enthusiastic discovery of Tom Peters that women constitute the untapped potential in the labour market, one has to successfully implement activities towards tapping the diversity sources. The companies that will be the first to understand that may count on business success.

This guide differs from other similar publications, since it contains a comprehensive (i.e. ‘all in one place’) and well-arranged set of facts, reasons and tools indispensable for introducing changes towards diversity. It is dedicated to big companies – the ones that have already been implementing diversity management, as well as those that know nothing or little about it. The contents of the Guide refer to only one dimension of diversity – gender, because this is the type of diversity that employers have to address the most frequently in the workplace.

**The main objective of the Guide consists in supporting companies and its HR departments in achieving gender balance in the decision-making structures. Detailed objectives:**

- » **providing knowledge and content-related arguments necessary for convincing the management board/team to take actions reinforcing equality;**
- » **indicating the practical aspects of implementing equality-related activities: where to start, what possible action may be taken, how other companies do it;**
- » **presenting the ready-to-use tools, facilitating the implementation of the newly-implemented measures and the further implementation of those that are already being implemented.**

**Creating equal opportunities for women and men at the workplace constitutes an indispensable part of diversity management. Equal opportunities mean more than just human resources management. They mean identification of the areas in which people are not treated equally, specifying the causes of such situations, and taking actions to eliminate them. An essential element of the implementation of the equal opportunities policy at the workplace consists in setting goals and activities for ‘now’ and ‘for later’, i.e. integrating them into the company’s strategy.**



\* [TRANSLATOR:] This fragment is a true rendition of the original text provided by translators for the purpose of this publication.

## Part I. Facts and Reasons

In this part of the Guide we present Polish legal regulations and statistical data, showing the situation of women and men in the labour market. We indicate that the cultural constructs of gender underlie the low representation of women among top managers in the companies. We also present reasons for promoting women to the decision-making positions in the companies.

### How it is: the law, statistical data and cultural background

The European and the Polish legislation determine the company's responsibilities as regards equal treatment in the workplace as well as combating discrimination and mobbing. However, practice shows that a huge amount of people exerting a real influence over setting standards of human resources management in the company do not have sufficient level of knowledge in the area. This problem is also visible among the regular employees of both sexes. As a result they do not react to any symptoms of discrimination and mobbing because they do not know the procedures and ways of notifying of the irregularities.

The existing legislation does not limit itself to giving definition and identifying the behaviours that are against the law. The Polish legislation allows it for the employer to initiate the so-called 'corrective measures', yet does not define how they may be implemented into the on-going management of the company.

The available statistical data shows there are very few women in the top management – **even though women constitute 39.8% (2014) of the total number of managers in Poland, there are only 15% of women in the management and supervisory boards.** At the same time, women receive salaries that are lower by approx. 1/5 than those received by men, despite the fact that Polish working women often have a higher education than Polish working men (40% for women and 25% for men in 2014). Why is this happening? The behavioural economists pinpoint that prejudice against women constitutes a significant barrier in achieving tangible progress in terms of their greater representation within the decision-making bodies. Women with the same qualifications and skills are seen as less competent than men; their abilities and skills are underestimated, while in the case of men: overestimated.

As a rule, women are seen by the employers in the context of family and guardianship obligations and men as employees that are free from such obligations, even though they also have families and are parents.

In addition, the stereotypes cause decrease in women's self-confidence and make them achieve worse results in contests and assessments of competence for managerial posts. A female candidate has to cope with the stereotype pattern of own gender (auto-stereotype) and focus on being competent enough for the position for which she applies. Men do not have such a problem in similar situations.

### It may be better: diversity and economic and non-economic benefits

Gender diversity in the top management is nowadays perceived as the trigger to increase profitability and competitiveness. **The companies that have women in their management boards achieve on average better financial results than the companies lacking women in their management boards.** This translates into such indicators as: brand equity, return on equity (ROE), return on

sales (ROS) and return on invested capital (ROIC), as well as earnings before interest and taxes (EBIT) and net profit. A richer management style and the value derived from the synergy of the diverse teams give them competitive advantage in terms of innovation and efficiency of creating products and services adjusted to the needs of diverse target groups. **Today no company can afford to underestimate women as consumers.** For this reason, the women's impact on the business decisions within the company is indispensable for building an effective marketing strategy targeted at female clients.

The research shows that when it comes to the human capital management, it is necessary to use both the tactics of pressure and interchange applied more often by men, as well as persuasion (rational justification and inspiring) more frequently used by women. The latter are particularly useful in a crisis situation, when people are ready to come into line and accept the pressure but still expect clarifications and answer why the changes are necessary.

### **Why does it pay off to have women in management boards?**

- **diverse competences (educational background, experience and skills) increase the quality of the management team;**
- **in the teams that are diverse in terms of gender, social sensitiveness and personal involvement in solving the problems is greater (people are putting more effort in their work);**
- **the company is perceived from the outside as ethical and having a good financial standing;**
- **the company is less inclined to take risks, which is particularly important in times of crisis;**
- **the company is focused on the needs of various target groups, including women who are responsible for most of the shopping decisions;**
- **the potential of the work teams at all the levels of business operations is better exploited and the talents are appreciated and attracted;**
- **the brands that are valued the highest in the world have women in their management boards.**

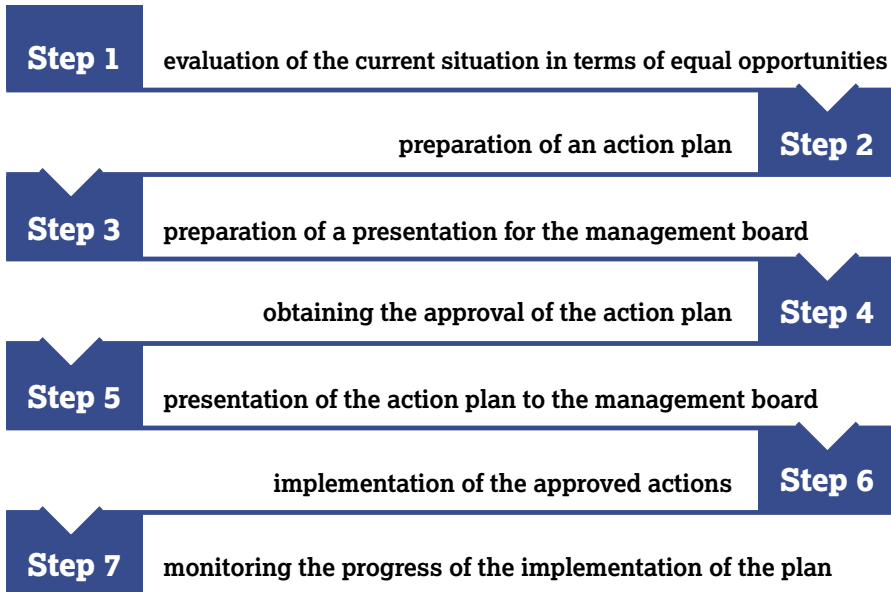


## **Part II. Equal Opportunities in Practice**

In the second part of the guidebook we present the exemplary plan of equality measures, i.e. we give readers some hints on how to implement the policy of equal treatment in a company. In '7 steps' we show the stages of implementing the activities promoting equality and indicate who should participate in such actions and how much time should be devoted to the implementation thereof. We indicate the activities that could possibly be implemented at any company's level, resulting in building of such a diversity-sensitive organisational culture, in which issues such as equal treatment and appreciation of the women's talents are situated in the mainstream of the organisational structure. We enumerate also the best practices of the Polish companies.

### Where to start: a plan of equality measures

The implementation plan for the equality measures will be helpful for both the companies that are advanced in the implementation of diversity management and those which are at the initial stage of their adventure related to the implementation of equality measures. This chapter will help the advanced companies in conducting the review of the implemented activities and should help them in assessing whether these are conducted in a proper way. Similarly, it will indicate the specific steps that should be taken by the companies that are at the initial stage of the implementation of equality measures.



### What can be done: types of equality measures

There is a wide spectrum of corrective measures towards women. The best results are achieved whenever the equality measures are implemented in all the aspects of the company's operations, i.e. within the area of strategy, recruitment and selection of the male/female employees, in the scope of managing talents and remuneration policy as well as in the area of organisational culture and work-life balance.

The strategy oriented towards diversity includes, on the one hand: documents and procedures as well as communication inside and outside the company that the company puts emphasis on creating an environment that is free from prejudice. On the other hand, it includes appointing a team or a person responsible for equality/diversity and setting objectives connected to the promotion of women (e.g. 30% of women as top managers within the period of 3-5 years).

**The implementation of equality measures starts from the recruitment stage;** it should be participated by those trained in equal opportunities and diversity, equipped with a standardized sheet for a job interview. Job advertisements should be formulated with due diligence, so that these do not exclude any social group in a direct or indirect way.



Attracting talented women to work in a given company is inscribed in the strategy of a company oriented to talent acquisition. Furthermore, the individual tailor-made schemes for professional development, mentoring along with patronage and coaching, all constitute favourable conditions for women to apply for senior managerial positions.

### **How the others do it: good practices of other companies**

We hereby present good business practices in the field of equality, in order to show the possible actions implemented in Poland. These have been arranged into five categories: recruitment, promotion, work-life balance, protection from discrimination, and remuneration.

## **Part III. Toolset**

The third part of the Guide consists in the original programme of equality training, ready-to-use by a person from the human resources department, with a possible assistance of a lawyer or a trainer from some outsourced company. We hereby also present a toolset facilitating the implementation of equality actions, among others: an assessment sheet to check whether equality standards are met at the workplace, exemplary presentation for a meeting with the management board, templates of procedures and internal regulations.

### **Opening to changes: equality training programme**

The equality training has been carefully planned in order to provide practical skills making it possible to, e.g. modify the existing procedures or reasons, or arguing in favour of change both in the discussions with the management board and the male/female employees. The training aims also at shaping the equality-promoting attitudes as well as working out solutions adjusted to the needs and resources of the company.

### **Diagnosis of the status quo: a tool for assessing equal opportunities in the company**

The assessment sheet entitled: ‘The evaluation of the workplace in terms of actions towards equal opportunities of women and men’ makes it possible to conduct a self-assessment of the workplace as regards implementation of the equality-related standards. The assessment sheet consists of 70 questions categorized in nine thematic areas: strategy, recruitment process, talent management, performance evaluation, remuneration policy, solutions facilitating balance between professional and private life, system for reporting irregularities, human capital management, and organizational culture. The assessment sheet serves the purpose of assessment but it also has educational value; filling it in makes it possible to learn the wide spectrum of solutions and actions promoting equality.

### **Help on the way towards equal opportunities: the list of the attached tools and materials**

The tools and materials which may be useful in the process of implementation of equal treatment actions are presented in a table. These are presented along with the indication of the addressees of the given material, its thematic scope and short information about the manner in which these may be used.

The attached CD contains the Guide in an electronic form along with all the tools and additional materials.

# Part I.

## Facts and reasons

### Here you will find out that:

- the equal treatment rule is enshrined in the EU and the Polish law;
- sexual harassment is not the same as mobbing;
- questions about the personal issues/family matters are forbidden at the recruitment stage;
- the law makes it possible to apply corrective measures;
- the percentage of women among the Presidents of management boards amounts to a few percent at the most;
- employers underestimate the competences of women and overestimate the competences of men;
- the gender-related stereotypes result in lower self-confidence of women, which makes them obtain worse results in competence tests when they apply for senior management positions;
- diversity means quantifiable benefits for the company;
- the more women there are in the management board of the company, the higher the operating profit is;
- diversified teams are more creative, innovative and effective than homogenous teams;
- 77% out of the hundred world's most valuable brands have women in their management boards.



# 1. How it is: law, statistical data and cultural background

## Law



- **Combating discrimination in the labour market is a backbone of the EU policy**

Equal treatment of women and men is one of the priorities of the European Union, which is reflected in the Community legislation (Art. 119 of the Treaty of Rome, Art.141 of the Treaty of Amsterdam, and Art. 157 of the Treaty of Lisbon). The conviction that women have the right to undertake employment, to receive the same remuneration for the work of equal value, to undertake managing positions and wield power under the same conditions as men, constitutes the basis of the EU institutions. The EU legislation provides for the possibility to make corrective measures for the gender that is underrepresented in the specific positions or in decision-making bodies, which is aimed at obtaining the actual equality.

- **The EU definition of discrimination**

In the EU law, the discrimination is viewed as any direct or indirect unfair treatment of people of one gender in comparison with the people of the other gender, in particular in connection to their marital and family status, i.e. in connection to pregnancy, maternity or parenthood. Harassment and sexual harassment are also forms of discrimination on grounds of sex<sup>1</sup>.

- **The prohibition of discrimination in Poland**

In the Polish law, the principle of equality of all the citizens, regardless of gender, is enshrined in the Constitution of the Republic of Poland and in the Polish Labour Code. Article 32 of the Constitution contains the general stipulations concerning equality of both genders in the light of law, equal treatment by public authorities and the prohibition of discrimination: *All persons shall be equal before the law. All persons shall have the right to equal treatment by public authorities. No one shall be discriminated in political, social or economic life for any reason whatsoever*<sup>2</sup>. Article 33 of the Constitution of the Republic of Poland

1 E. Zielińska, *Polityka równego traktowania kobiet i mężczyzn – podstawy prawne* [Eng: *Equal Treatment Policy of Women and Men – Legal Grounds*], [in:] *Przewodnik dobrych praktyk. Firma równych szans* [Good Practice Guide. Company of Equal Opportunities.], Gender Index, EQUAL, UNDP, Warsaw 2007

2 The Constitution of the Republic of Poland, Journal of Laws of 1997, No. 78, item. 480, as amended

refers directly to the issue of gender equality in the labour market: *Men and women shall have equal rights in family, political, social and economic life in the Republic of Poland. Men and women shall have equal rights, in particular, regarding education, employment and promotion, and shall have the right to equal compensation for work of similar value, to social security, to hold offices, and to receive public honours and decorations*<sup>3</sup>. Before the Poland's accession to the EU, the Chapter entitled *The equal treatment in employment*<sup>4</sup> was included in the Polish Labour Code. It contains the definitions of direct and indirect discrimination, the definition of harassment and sexual harassment as a symptom of discrimination on the basis of gender, as well as the definition of mobbing (see: the definitions below).

In the Community law there is a clear distinction between harassment and sexual harassment. The first one is defined as an undesirable behaviour, violating the dignity of a person, intimidating, degrading or humiliating, relating to one of the legally protected features. Sexual harassment refers to gender or sexuality of a person and is defined as an undesirable behaviour of a sexual character (verbal, non-verbal or physical) which results in violating the dignity of the affected person<sup>5</sup>. Similar differentiation can be found in the Polish Labour Code (PLC)<sup>6</sup>.

Furthermore, the Polish Labour Code includes three other crucial provisions: one concerns the burden of proof which lies with the employer in the case of complaints about discrimination, and the male/female employee only has to show that the act of discrimination was probable (Article 183a (4) PLC); the second one is about the financial sanctions for the infringement of the equal treatment principle in the amount of at least minimum remuneration for work (Article 183d PLC); and the third concerns the protection of employees who lodge discrimination charges against the employers (Article 183e PLC)<sup>7</sup>.

- **Sexual harassment and mobbing**

Both mobbing and sexual harassment are the phenomena that are manifestations of pathology in human relations and both have a negative impact on the working environment. Mobbing, unlike sexual harassment, is not a manifestation of discrimination. It is a long-term and systematic harassment escalating over time, humiliation and marginalization that result in stress and deterioration of the health of the affected employee. One may face mobbing both in a situation of inequality of power between the perpetrator and the victim (employee – employer), and when such a relationship is not the case, e.g. in the relations between employees.

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3 Ibidem

4 Since 1<sup>st</sup> January 2004

5 E. Zielińska, *Polityka równego traktowania kobiet i mężczyzn..., prawne [Eng: Equal Treatment Policy of women and men...]*, pp. 14-15

6 See: The Labour Code of the Republic of Poland Art. 183a, paragraph 5, point 2 (definition of harassment) as well paragraph 6 (definition of sexual harassment)

7 Labour Code, Journal of Laws 1998, No. 21, item 94 as amended

## PROHIBITION OF DISCRIMINATION IN THE LABOUR CODE

### DEFINITIONS

#### **Direct discrimination**

Direct discrimination occurs when one employee, on one or more grounds (sex, age, disability, race, religion, nationality, beliefs, sexual orientation, as well as employment for a definite or indefinite period of time, or full time or part time employment), has been, is or could be treated in a comparable situation less favourably than other employees.

#### **Indirect discrimination**

Indirect discrimination occurs when an apparently neutral provision, criterion or practice causes or could cause disproportions, or a particularly unfavourable situation in relation to the establishment and termination of employment, employment conditions, promotion conditions as well as access to training in order to improve professional qualifications, concerning all or a considerable number of employees belonging to a particular group (e.g. women) unless that provision, criterion or practice is objectively justified by a legitimate objective to be achieved, and the means of achieving that objective are appropriate and necessary.

#### **Harassment**

Any form of conduct with the purpose or effect of violating the dignity of an employee, demeaning or humiliating her/him.

#### **Sexual harassment**

Any form of unwanted conduct of a sexual nature, or relating to the employee's sex with the purpose or effect of violating the dignity, degrading or humiliating an employee; this conduct may have a physical, verbal or non-verbal character.

#### **Mobbing**

Acts or behaviour directed against an employee, consisting in persistent and long-term harassment or intimidation, resulting in a decreased evaluation of his/her professional abilities, or which results in or is aimed at humiliation or ridicule of the employee, isolation or elimination from the group of co-workers without giving any substantive reason.

By contrast, sexual harassment is incidental and is connected to gender and sexuality of a person. In Poland it is often the case that mobbing is noticed and treated seriously by the employers; i.e. they implement anti-mobbing solutions at the workplace. On the other hand, sexual harassment is not treated seriously, is ignored and looked at through the prism of flirts or romances at the workplace. The companies that have introduced the procedures combating sexual harassment are scarce. While mobbing may affect the same number of women and men, sexual harassment most frequently affects women and limits their right to working environment that is the same as those of men. **The companies should not ignore sexual harassment, especially in the light of the regulations in force. After all, it is the employer who shoulders the responsibility for it when it takes place at the workplace.** Implementing the procedures aimed at combating sexual harassment not only prevents from such incidents, but is also of educational character – informs the employees about the very definition of sexual harassment, about the manifestations thereof and about the course disciplinary proceedings in case of any complaints. Sexual harassment constitutes discrimination against gender, consequently, the person lodging a complaint has only to substantiate the event; in case of mobbing, the person lodging a complaint has to prove before the court that he/she was mobbed.

- **Questions allowed and forbidden in a job interview**

In the Article 22<sup>1</sup> of the Polish Labour Code, it is indicated that the employer may request the person applying for a job to give the personal data including: name and surname, names of the parents and the date of birth, place of residence, educational background, and professional background. Requesting such data is kept within the framework of the regulations in force. The list does not include such matters as **marital status, number of children or plans of procreation; the employer does not have the right to require such pieces of information at the recruitment stage.**

- **Job advertisements**

The Polish Labour Code prohibits discrimination, including the discrimination against gender. This also means that it is not allowed to formulate job advertisements that indicate the gender of the person that may apply for a given position. Any gender preferences have to be justified and need to result from rational prerequisites. Job advertisements which are free from (directly or indirectly) discriminatory denominations and requirements, constitute one of the pillars of equal treatment in terms of employment. Further to the above, information about job vacancies should not contain any indication of gender, and it should contain expressions such as: ‘we are searching for candidates’ or

‘we are searching for people for the position’, that encourage both men and women to apply for the position.

- **Corrective measures**

The Community law indicates three exceptions to the principle of equal treatment. The first of them refers to the situation, in which there is a need to hire a man or a woman since it may be easily justified on the grounds of specific position-related requirements, in such a case it is permissible to indicate the gender in a job advertisement. The second exception is related to the protection of pregnancy, maternity and parenthood. The third is related to the application of corrective measures; i.e. favouring those belonging to the underrepresented gender in order to accelerate the process of achieving equality in practice<sup>8</sup>. Favouring one gender takes place in particular in case of promotion to senior management positions, in which women constitute the minority. This type of treatment may be applied only when the qualifications of the candidates of different genders are equal or almost equal<sup>9</sup>.

## Statistical data



- **Less favourable situation of women in the labour market**

The analysis of statistical data as well as the outcomes of the research on the situation in the labour market leads to the conclusion that there are many symptoms of women being treated less favourably, namely:

- » the employment rate that is lower and the unemployment rate that is higher than in the case of men;
- » fewer job advertisements for women and looking at female candidates through the prism of maternity;
- » lower remuneration for women in all the occupational groups (Table 2);
- » a small number of women at the highest ranks of management, even though working women often have a higher level of education than working men.

8 *Przewodnik dobrych praktyk. Firma równych szans, [Eng: Good Practices Guide. A Company with Equal Opportunities]* Gender Index, EQUAL, UNDP, Warsaw 2007

9 The Judgment of the European Court of Justice of 6 June 2003 – Abrahamsson and Andersson (Gender Index, 2007:16)

The Gender Equality Index, developed for all the 27 EU countries in 2010 by the European Institute for Gender Equality, with its registered office in Vilnius, indicates material inequalities between women and men in the Polish society. **Poland, with the indicator at the level of 44.1, is among the countries that are far away on the path towards equality in terms of gender.** The average EU value of this indicator amounts to 54 (on the scale from zero to a hundred), and the highest numbers were obtained by the Scandinavian countries, i.e.: Sweden: 74.3, Denmark: 73.6 and Finland: 73.4<sup>10</sup>. The lowest result was obtained for the area of ‘power’ (political and economic); on average for the whole European Union it amounts to 38, and for Poland: 34,5<sup>11</sup>.

- **Underrepresentation of women in the senior management posts**

The number of women among all the managers in Poland amounts to 37%<sup>12</sup>, but on the top management posts – in the supervisory and management boards – there are usually no women, which is corroborated by the outcomes of the research conducted in 2009 among the 500 biggest companies on the ‘List of 2000’, compiled by the ‘Rzeczpospolita’ weekly; and in the years 2010-2013 among the companies listed on the Warsaw Stock Exchange<sup>13</sup>. **Even though the number of women in the management boards and supervisory boards of the companies subject to the investigation, including also the companies with the State Treasury shareholding, is on the maximum level of 15%, the number of female Chief Executive Officers/Presidents of the Management Boards amounts only to about 7%.**

The underrepresentation of women in the management boards and supervisory boards is the case in all the countries of the European Union (Figure 1). Poland is below the EU average; in April 2013 women amounted to 10.3% of all the supervisory boards of the largest listed companies, while the EU average amounted to 16.6%.

10 *Gender Equality Index*. Report, European Institute for Gender Equality (EIGE), Vilnius 2013, p. 109

11 *Ibidem*, p. 137

12 *Aktywność ekonomiczna ludności Polski [Economic Activity of the Polish Citizens], 4th Quarter. 2013*, series: *Informacje i opracowania statystyczne [Statistical Information and Analysis]*, BAEL, GUS, Warsaw 2014

13 *Więcej równości – więcej korzyści w gospodarce. Kobiety i mężczyźni na stanowiskach decyzyjnych w polskiej gospodarce w latach 2010-2013 [The More Equality – the More Benefits in Economy. Women and Men in Senior Management]*, published by the Ministry of Labour and Social Policy, Warsaw 2014, p. 14



Table 1. **Women in decision-making bodies in Poland, 2013, %**

Managers and Senior Officials	<b>37</b>
Members of the Management Boards and Supervisory Boards of the largest listed companies	<b>10</b>
Entrepreneurs	<b>34</b>
MP	<b>24</b>
Senators	<b>13</b>
EU MPs	<b>22</b>
Ministers	<b>23</b>

Source: own elaboration, based on: [BAEL 2014]; [European Commission, 2013]; <http://www.ipu.org/wmn-e/classif.htm>

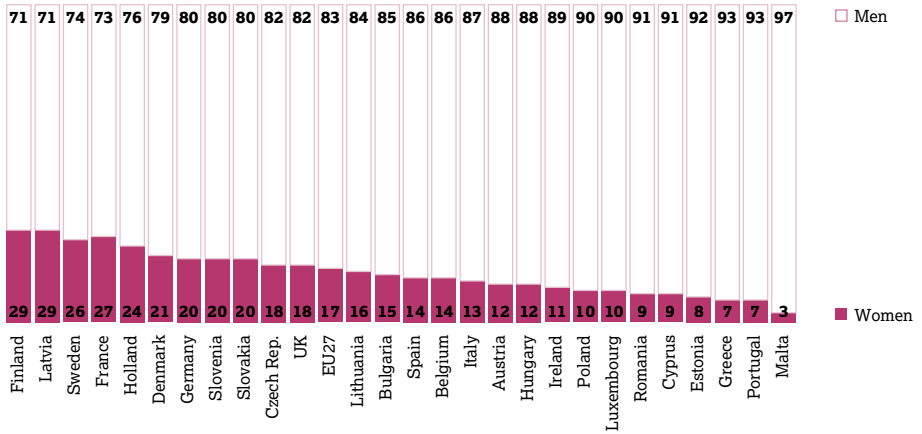
Table 2. **Average monthly remuneration of women and men in the chosen professional groups, according to the sectors in Poland in 2012**

Professional groups	Percentage rate of the employed women	Average monthly remuneration in PLN	
		Men	Women
<b>Public sector, total number</b>	<b>64,8</b>	<b>4719</b>	<b>3789 (80%)</b>
Presidents and CEOs	36,4	11630	9643 (83%)
Experts	75,0	5316	4227 (80%)
Technicians and associate professionals	68,2	4646	3338 (72%)
Office workers	76,0	3398	3245 (95%)
Service providers (personal services and sellers)	58,8	2919	2396 (82%)
<b>Private sector, total number</b>	<b>41,5</b>	<b>4092</b>	<b>3324 (81%)</b>
Presidents and CEOs	25,0	13672	11206 (82%)
Experts	53,9	5986	4528 (76%)
Technicians and associate professionals	46,2	4373	3550 (81%)
Office workers	55,8	3138	3116 (98%)
Service providers (personal services and sellers)	68,0	2378	2121 (89%)

Please, note: In the brackets there are average amounts of the remuneration earned by women in relation to men in the respective professional groups

Source: own calculations based on the research conducted by the Central Statistical Office of Poland concerning the amount of the remuneration in 2012 (Remuneration structure related to the specific professions in October 2012, Central Statistical Office of Poland, Warsaw 2014)

Figure 1. **Women and men in the supervisory boards of large listed companies in the EU countries, April 2013, %**



Source: own elaboration based on: European Commission, 2013, p. 9



## Cultural background

Working women hold university degrees almost two times as often as men, that is 40% of women and 25% of men, respectively<sup>14</sup>. Nonetheless, they hardly ever are on managerial positions in decision-making bodies, general directors and presidents of the companies. Why is that? Do the women not want to be on such positions because they are not willing to take the responsibility, or are they not ambitious enough? Or perhaps they want to, but do not know how to reach out to them or perhaps they do not notice that their pursuit is 'Sisyphean toil' against the stereotypes which root deeply in social consciousness that the women are unable to be good bosses and men do not want to work with women as their superiors?

The access barriers to the positions in the decision-making bodies are, on the one hand of a formal character (lack of strategy, procedures and practices), but on the other hand these are of informal character, which is reflected in the manner of thinking and communicating, in thoughtless acceptance towards the culturally-established female and male roles as well as the manly leadership styles.

- **The prejudices against women on managerial positions**

The authors of the research on the barriers and limits to the careers of women in business and politics<sup>15</sup> indicate that the men are favoured in the recruitment

14 *Aktywność ekonomiczna ludności Polski... [Economic Activity of the Polish citizens...]*, p. 91

15 B. Budrowska, D. Duch-Krzysztożek, A. Titkow, *Bariery awansu kobiet [Eng: Barriers to the Promotion of Women], [in:] Szklany sufit. Bariery i ograniczenia karier kobiet [The Glass Ceiling. Barriers and Limits]* edited by A. Titkow, Instytut Spraw Publicznych [Eng: The Institute of Public Affairs], Warsaw 2003, pp. 164-194

of employees for the decision-making positions because they are associated with high society and time flexibility as well as the features that are necessary to be a good manager. The male solidarity also plays a vital role, which is why the candidates are searched for, above all, among the acquaintances and the whole recruitment process is adjusted to such an approach. Last but not least, there is the (irrational) reluctance towards women in the managerial positions, which is also of crucial importance.

Further evidence to corroborate the conclusions indicated by the aforementioned authors is supplied by the results of the research conducted in 2007<sup>16</sup>. The features that are entailed in the stereotype of manhood, such as: determination, consequence, rational approach, courage, willingness to take initiatives, creativity, strategic thinking – these are all qualities of a ‘good manager’ in the eyes of the employers. As it turns out, the features that are typically ‘male’ are valued higher than the typically ‘female’ characteristics. The male features are perceived as the key to success, which is why the gender of a person applying for the managerial position is significant. **Even though employers officially declare that they do not take into account the gender of the candidate applying for the position, they somehow subconsciously are prone to choose male candidates.** Women applying for managerial positions have to convince the employer that they have the competences necessary for the job and that they are going to cope with combining their life roles<sup>17</sup>.

- **Underestimating the competences of women and overestimating the competences of men**

As the behavioural economists suggest, the prejudices against women constitute a significant hindrance in attaining any discernible progress in increasing the number of women in the decision-making positions<sup>18</sup>. Women who have the very same qualifications and abilities as men are perceived as less competent than men. As a rule, in business, the abilities and skills of women are underestimated and these of men overrated.

This is corroborated by the research conducted in Poland: the employers are not sure that the competences and qualifications of women are equal as these of men<sup>19</sup>. They explain the lower professional position and the lack of women in senior management positions by saying that women do not have skills required in managing subordinates and are incapable of setting out goals and shaping vision.

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16 M. Niemczewska, K. Mrowiec, A. Paterek, *Rola kobiet w innowacyjnej przedsiębiorczości wysokich technologii. Raport końcowy z badań jakościowych*, PARP, [Eng: *Role of Women in the Innovative Entrepreneurship of Hi-technology. Final Report on the Qualitative Studies*.] Warsaw 2007

17 Ibidem, pp. 24-29

18 J. Wolfers, *Diagnosing discrimination: Stock returns and CEO gender*, Journal of the European Economic Association, Vol. 4 (May), 2006; E. Reuben et al., *The emergence of male leadership in competitive environments*, Journal of Economic Behaviour and Organization, Vol. 83, 2012

19 M. Niemczewska, K. Mrowiec, A. Paterek, *Rola kobiet w innowacyjnej przedsiębiorczości... [Women's Role in Innovative...]*, p. 34

- **Motherhood/parenthood**

Motherhood and reconciliation of mother's role and work are important aspects that impede and prolong women's promotions to managerial positions. Employers admit that mothers are overlooked for promotions. However, in the opinion of women themselves it is not the motherhood that constitutes a barrier. It is rather lack of facilities for parents at the employer's part that makes mother have problems with reconciling family and work life<sup>20</sup>.

Men explain smaller presence of female managers in companies by the necessity of their greater engagement in issues connected with rising children and, therefore, their lower motivation towards promotion. Their remarks lack consideration that children usually have both parents and they need both mother and father to develop properly. A bond with a child shapes in the fullest way in the first months and years of its life. Therefore, it is worth to put effort not to miss this important moment in the child's life and not to find out one day over the weekend that the father, absent at home during all the work day due to his devotion to work is treated warily (as a stranger) by his son or daughter when he wants e.g. to dress his/her cut knee<sup>21</sup>.

**Cultural conditionings of women and men in society mean that women are perceived in the context of family and care responsibilities, and men as employees deprived of such duties, even though they also have families and are parents.** At the same time working environment and people management rules are usually subordinated to the men's standards and needs, and recognising women's needs and expectations, including especially those connected with motherhood/parenthood or fatherhood, is still an exception.

- **Gender stereotypes**

Employers tend to think that women lack determination and resoluteness in applying for a promotion, that women are rarely promoted because of personal characteristics and because of the existence of the glass ceiling that women do not want to break. They do not notice that the glass ceiling is difficult to break because of gender stereotypes.

When asked about who is easier to get promoted, men indicate their gender and they note that women face the glass ceiling in their careers, but they do not associate it with discrimination on grounds of sex, only with the lack of competences for fulfilling requirements of the managerial position<sup>22</sup>. Women, in turn, say that there are few of them on the managerial positions because of the traditionally performed roles, less availability, lower self-confidence. The stereotype that men are better in management than women is – in the opinion of women on managerial positions – the most important cause of lower representation of women in companies' management<sup>23</sup>.

20 M. Niemczewska, K. Mrowiec, A. Paterek, *Rola kobiet w innowacyjnej przedsiębiorczości... [Women's Role in Innovative...]*, pp. 49-50

21 S.D. Friedman, P. Christensen, J. Degroot, *Praca zawodowa kobiet a życie prywatne. Koniec gry, w której wygrywać może tylko jedna strona*, in: *Kobiety i biznes*, Helion Publishing, Gliwice 2005, p. 113

22 M. Niemczewska, K. Mrowiec, A. Paterek, *Rola kobiet w innowacyjnej przedsiębiorczości... [Women's Role in Innovative...]*, p. 51

23 T. Kupczyk, *Kobiety w zarządzaniu... [Women in Management...]*, p. 88

**The threat of stereotype lowers the self-confidence of women and causes that they perform worse in competitions and competence evaluations when applying for managerial positions.**

The difficulty lies in the fact that one has to deal with stereotypical patterns of their own sex (auto-stereotype), stop thinking about oneself as a woman, and focus on the fact that she is sufficiently competent to perform the function for which she applies<sup>24</sup>.

**In connection with culturally conditioned underestimation of women and overestimation of men as candidates for top managerial positions, the introduction of corrective activities (e.g. programmes to promote women for those positions or the quotas in business) for a specified period of time seems to be a reasonable solution<sup>25</sup>.**



## DEFINITIONS

### Glass ceiling

Invisible barriers to the promotion of women, i.e. those which do not arise from formal causes but from prejudices and stereotypes or organisational culture of the company. Top decision-making positions are dominated by men and unattainable for women. Even when women have the same experience, education, and achievements as men, they are promoted slower in the vertical structure of the company and very rarely reach the top managerial positions.

### Gender stereotypes

Simplified judgements and ideas about personality traits of men and women, performed social roles, profession as well as behaviour, skills, talents and appearance shared by the general public and learned during the socialization process at home and at school. On the one hand, they facilitate social adaptation but on the other hand they may be an obstacle to development and self-realization.

Source: *Szklany sufit. Bariery i ograniczenia karier kobiet* [Glass Ceiling. Barriers and Limitations of Women's Careers], ed. A. Titkow, Instytut Spraw Publicznych, Warsaw 2003, pp. 8-10; E. Mandal, *Kobiecość i męskość. Popularne opinie a badania naukowe* [Femininity and Masculinity. Popular Opinions vs. Scientific Research], Wyd. Akademickie Żak, Warsaw 2003, pp. 38-39

24 *Kobiety i władza w biznesie. Czy płeć ma znaczenie dla budowania pozycji i wpływu w organizacji?* [Women and Power in Business. Is gender important in the establishment of position and influence in an organisation?] Deloitte, 2012, p. 14

25 E. Lisowska, *Zasada parytetu płci na stanowiskach kierowniczych*, „Ruch Prawniczy, Ekonomiczny i Socjologiczny” [The principle of gender parity on management positions, ‘Legal, Economic and Sociological Movement’], volume 4, 2013, p. 161; *Putting all our minds to work: harnessing the gender dividend*, Business and Industry Advisory Committee to the OECD, 2012, pp. 11-12

## 2. It may get better: diversity and economic and non-economic benefits

Gender is one of the most visible signs of diversity in the workplace. Pursuing diversity not only provides equal opportunities for women, people of other nationalities, and people with disabilities. The diversity of human capital is a source of new opportunities for the company and diversity management is a business strategy aimed at the conscious use of the diverse potential of employees<sup>26</sup>.



### Diversity as a value

The human resources policy which is open to diversity is about the recognition that diversity increases the quality of relations within an organization (supervisors/subordinates; male/female staff) and of external contacts (with customers, partners, shareholders, the local community, civil society), as well as increases the value of the company as a whole. Secondly, it entails the effective use of a variety of experiences, knowledge, skills and aptitudes as well as diverse sensitivity (professional and cultural) of the employed persons<sup>27</sup>.



### Economic benefits

Diversity – especially on the grounds of sex in top managerial positions – is currently perceived above all as a creator of higher profitability<sup>28</sup> and competitiveness of a company<sup>29</sup>.

- 26 R. R. Thomas Jr, *Building on the promise of diversity. How we can move to the next level in our workplace, our communities, and our society*, American Management Association, New York 2006, p. 103
- 27 M. Durska, *Wymiary różnorodności i zarządzanie różnorodnością [Levels of Diversity and Diversity Management]*, in: *Polityka różnorodności w administracji centralnej [Diversity Policy in Central Administration]*, ed. E. Lisowska, Warsaw School of Economics, Warsaw 2012, p. 34
- 28 R. D. Adler, *Women in Executive Suite Correlate to High Profits*, 2001; *The Bottom Line: Corporate Performance and Women's Representations on Boards 2004-2008*, Catalyst, 2011; *Women at the Top of Corporations: Making it Happen, 'Women Matter'*, McKinsey Report, 2010; E. Lisowska, *Kobiety w spółkach giełdowych i rentowność firmy [Women in listed companies and the company's profitability]*, „Kobieta i Biznes” [Woman and Business], No. 1-4, 2010, pp. 3-12
- 29 R. W. Griffin, *Management*, 2004, p. 15, 190; A. Wróbel, *Różnorodność: droga do przewagi konkurencyjnej [Diversity: the path to competitive advantage]*, „Magazyn THINKTANK: Biznes\_Idee\_Państwo\_Rozwój” [‘THINKTANK Magazine: Business\_Ideas\_State\_Development’], No. 2, 2010, pp. 72-79

## Diversity management

Promoting equal opportunities, appreciating cultural differences as well as ‘internalising diverse values in the whole organisation’ in order to obtain economic benefits. Diversity is both an opportunity and a huge challenge for the managers. The opportunity arises from the use of a wider range of talents, extension of the customer or client and subcontractor base, wider choice of products or services, great satisfaction and efficiency of workers because they perceive the company to be open to ‘otherness’ and innovative as well as having low staff turnover, which decreases the costs connected with recruitment.

The challenge lies in the fact that each of the diverse groups (e.g. women, people of different nationalities, people with disabilities, managers) has different expectations regarding the workplace, each group has a baggage of negative stereotypes connected with social roles as well as a baggage of habits regarding the organisation of workflow and dislike of alternative forms and ways of working. The benefits from diversity management that may be gained by a company are the incentives to rise to the challenge.

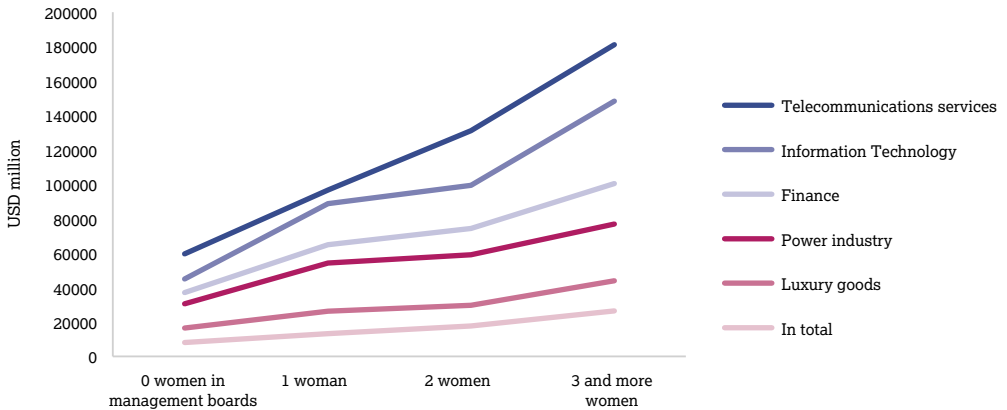
Source: M. Durska, *Wymiary różnorodności...* [Levels of Diversity...], p. 37

### • Better financial results

Companies which have women in their management boards reach on average better financial results than companies which do not have women in their management boards. It concerns such indicators as: brand value, return on capital, return on sales, and return on invested capital as well as operating profit and net profit. The presented data from different studies raises interest in diversity and constitutes arguments in the discussion that increasing the presence of women in companies’ management boards generates economic benefits. This data provides strong arguments for the promotion of diversity in terms of gender. If, as a result of the implemented activities, the number of women on managerial positions increases, it will be easier to carry out detailed scientific analyses and verify hypotheses on the influence (or the lack of thereof) of women’s presence in management boards on the financial figures of the company.

**77% of the hundred most valuable brands in the world have women in their management boards! They include, among others: AVON, Burberry, Duracell, Facebook, GM, Google, Hewlett Packard, H&M, IBM, Intel, Samsung, Wal-Mart, Xerox, and Zara. The average value of brands of companies which have women in their management boards is two times higher than in the case of companies that do not have women in their management boards. In the period from 2007 until 2012 those brands had the average growth rate amounting to 66%, while the corresponding indicator in the case of brands of companies which do not have women in management boards amounted to 6%.**

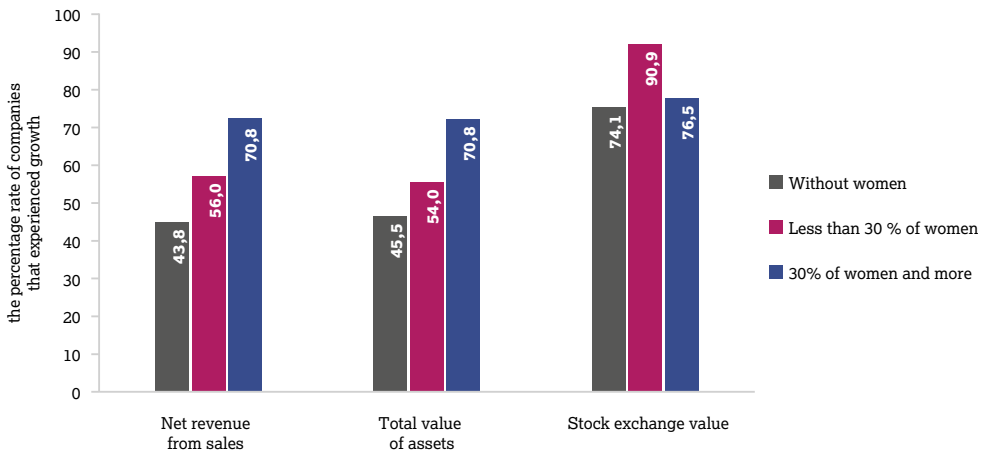
Figure 2. **Average market capitalisation (in million USD) of MSCI ACWI companies in selected economic sectors according to the number of women in management, 2011**



Note: MSCI ACWI – Morgan Stanley Capital International All Country World Index (regards 46 countries, including 23 developed countries and 23 developing countries)

Source: own work based on the data included in: *Gender diversity and corporate performance*, Credit Suisse Research Institute, August 2012, p. 9 (tab. 3)

Figure 3. **The percentage rate of listed companies in Poland that increased the participation of women in the companies' governing bodies in 2009 as compared to 2008**



Source: results of the research carried out by the Warsaw Stock Exchange in 2010 (Lisowska, 2010)



- **Competitive advantage**

Companies that will be the first to open up to diversity and rise to the strategic challenge connected with increasing the participation of women in higher and top decision-making positions will gain advantage over the companies which do not take on the challenge. Enhanced style of management and the values resulting from the synergy of different teams provide a competitive advantage in the form of higher innovativeness and efficiency as well as creation of products and services better tailored to the needs and requirements of target groups.

**‘Inclusion of women in management boards and on top managerial positions is not a trend but a logical business decision. Greater role of women in the management board of a company – and the diversity of management staff – may constitute elements of competitive advantage of a company.’<sup>30</sup>**

A. Wróbel

- **Enhanced image of the company**

Advantages of diversity are described not only by scientists and consulting agencies (McKinsey, Credit Suisse or Deloitte) in their cyclic reports but they are also noticed by employers themselves, however they are often identified with the improvement of the image instead of financial benefits<sup>31</sup>. They claim that the **introduction of diversity management creates a better image of the company and better relations within the company**, which translated into higher creativity and innovativeness of teams, greater commitment of employees to performance of their tasks, thus better use of the staff potential in general.

The advantages related to the image are visible quickly, while financial benefits may be noticed after several years of regular and consistent performance of actions for the diversity and skilful management of different teams in the workplace. In the end better image of a company has an influence on the achievement of better financial results.

30 A. Wróbel, *Różnorodność: droga do...* [Diversity: path to...], p. 72

31 The Business Case for Diversity. Good Practices in the Workplace, European Commission, Brussels 2005, pp. 20-22; *Zarządzanie różnorodnością w miejscu pracy. Raport z II edycji Barometru Różnorodności* [Diversity management at the workplace. Report from 2nd edition of the Diversity Index], Diversity Index, Konfederacja Lewiatan, Warsaw 2014, p. 22

- **Lower cost connected with absence and staff turnover**

Diversity provides a wide range of possibilities to recruit human resources and spot talents in the market. Employees feel good in a company where the rule of equal treatment is followed and the work environment in which professional duties and private/family life may be balanced out is created. Due to the fact that they rarely get ill and seldom leave work on their own accord, in the long run it allows for the reduction of costs related to absence, job quitting, recruiting and training of a new person. Costs related to the selection of employees are high, especially in the case of managerial positions. It is estimated that the cost of employee turnover amounts from 50% to 250% of yearly remuneration depending on the position<sup>32</sup>.

- **Raised possibilities for reaching different target groups**

Women make the majority of consumer decisions both in the case of purchase for the household and purchase for the company<sup>33</sup>. Due to the fact that an increasing number of women work and have their own money, the market of goods and services targeted at female consumers is growing and will continue to grow at a high rate in the near future. At present no company may treat women as a niche market but they have to notice that women with their needs represent the target market. In the process of developing marketing strategy targeted at women it is helpful to have women in the teams, that is on top managerial positions that develop the company's strategy. Thanks to the presence of women in companies' management boards, the needs of female consumers may be better understood and they may be met in advance. Women want more and hope that they will achieve it: more high quality products and services, more money, more political and economic power but also more equality in the workplace, more love, trust, good governance, and prosperity in the world<sup>34</sup>.

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32 W.F. Cascio, *Kalkulacja kosztów zasobów ludzkich [Calculation of the costs of human resources]*, Oficyna Ekonomiczna, Cracow 2001, pp. 23-24

33 *Putting all our minds to work: harnessing the gender dividend*, Business and Industry Advisory Committee to the OECD, 2012, p. 9; M. J. Silverstein, K. Sayre, *Women want more. How to capture your share of the world's largest fastest-growing market*, HarperCollins Publishers, New York 2009, pp. 31, 46

34 M. J. Silverstein, K. Sayre, *Women want more...*, pp. 38-47

- **Higher resistance of the company to a crisis**

The person on the managerial position is required to be efficient in the use of his/her power and the ability to influence people. The efficiency is reflected in employees' high commitment to their work, their job satisfaction in the fulfilled tasks is higher and as a result the performance of the company is improved. At present motivating people by rewards and punishments is less efficient than personal authority of the leader, inspiring and individualised approach to workers. According to Deloitte's research, particularly in the time of a crisis, **both pressure and exchange tactics used more often by men and pervasion tactics (rational justification and inspiring) which are more characteristic of women are necessary**. In a crisis situation people are willing on the one hand to conform and accept the pressure but on the other they are open to new methods of persuasion into changes. This new approach is connected to the presentation of facts, consultation and inspiring workers to be innovative.

**'Organisations which want to overcome the crisis under the banner of innovativeness should take into consideration the fact that creativity does not tolerate pressure or contractual exchange. However, it develops in the situation when people understand what they have to do, feel important and included into the process. Those results are achieved through women's tactics: rational convincing, inspiring and consulting'<sup>35</sup>**

Deloitte's report

## DEFINITIONS

### Glass cliff

The phenomenon described by Michelle Ryan and Alex Haslam, which consists in the tendency to give chances to women in situations that are difficult or doomed from the start. The promotion of women to positions on which the risk of failure is high does not give them chances to efficiently use their talents and achieve success, thus reinforcing the stereotype that women perform worse as managers.

Source: *Kobiety i władza w biznesie...* [Women and Power in Business...], p. 20



## Non-economic benefits

The research carried out by the club of the HR Leader of Think Tank in 2013<sup>36</sup> showed that employees of companies and institutions which supported diversity had a higher level of self-fulfilment. The vast majority of respondents noticed the advantages of creating diverse teams in terms of gender (70%) and age (75%). The most frequently mentioned advantages of teams diverse in terms of gender include: broader perspective on matters, improved atmosphere in the workplace, complementary competences, higher efficiency, and more creativity in actions.

- **Attracting talents**

According to Tom Peters, in the beginning of the 21st century we 'entered into the Age of Talent'<sup>37</sup>. In today's business people matter the most. Demographical changes (decreasing number of births and ageing population) cause that it is increasingly difficult to find people who perform above average to work in the company. The access to talents is decreasing because less numerous generations graduate from universities and enter the labour market, and the global economy provides opportunities to work in any country in the world. Therefore, talented people choose the companies which offer more advantageous working conditions not only in terms of money but also development. **Choosing diversity attracts talents, especially women** who as an important group (half of every society) are the underestimated source of talents, also managerial ones.

36 *Badanie Rozwój zawodowy kobiet i mężczyzn: stereotypy, motywatory i bariery [Study Professional development of women and men: stereotypes, incentives and barriers]*, Think Tank, Warsaw 2013

37 T. Peters, *Biznes od nowa [Re-imagine!]*, Warsaw 2005, p. 250

- **Increasing creativity and innovativeness**

The more variety, the more creativity and innovation. Homogeneous teams base their actions on routine and it is difficult for them to ‘muster’ new ideas. Diverse teams are in turn characterized by a great number of views, ideas and experiences, which allow for the development of innovative solutions<sup>38</sup>. Scientists indicate that **R&D teams in business, which are diverse in terms of gender, produce more innovations**<sup>39</sup>. People in diverse teams not only motivate each other but also learn from each other, thus they increase their competences and are better prepared to perform their next task. If employees feel that their work is appreciated, that the results, rather than gender, determine promotions, they are more willing to commit to work, look for new solutions and try to be creative.

**‘We understand that a new unstable world is emerging. However, we rely on hierarchies created and dominated by men. We are restructuring, but the way of thinking in men’s categories remains the same. We respect women’s ‘rights’ but we ignore their value. We value ‘toughness’, however, we do not notice that women’s toughness resembles ‘steel’ more than men’s. We have repeatedly pointed out that we accept new forms of undertaking but we disregard the fact that women suit managerial positions better.’**<sup>40</sup>

T. Peters

38 *Firma = różnorodność [Company = diversity]*, vol. 2, Forum Odpowiedzialnego Biznesu, Warsaw 2009, p. 23

39 C. Diaz-Garcia, A. González-Moreno, F. J. Sáez-Martínez, *Gender Diversity within R&D teams: Its impact on radicalness of innovation*, ‘Innovation: Management, Policy and Practice’, 15(2), 2013, p. 149

40 T. Peters, *Biznes od nowa... [Re-imagine!]*, p. 269  
[TRANSLATOR:] This fragment is a true rendition of the original text provided by translators for the purpose of this publication.

- **Higher efficiency of teams**

Psychologists point out that heterogeneous groups better solve the problems arising from the operation in an organisation than homogeneous groups<sup>41</sup>. The diversity of gender in a group raises the standard of the tasks carried out, increases the effectiveness of teamwork and reduces 'social loafing'<sup>42</sup>.

Similar observations were made in the Credit Suisse report<sup>43</sup> on global companies covered by the MSCI index. **An individual is willing to put more effort into the preparation for a task when one knows that he/she will work in a diverse, non-uniform team.** During discussions in diverse teams a wider range of input data is taken into account and, as a result, the correct or best answer to a given problem is generated more often. This does not result from a particularly high-performance of individuals from minority groups, but rather from the fact that the majority of the team members puts more effort into task because of the presence and involvement of people from minority groups. The achievements of the group are higher especially when the social sensitivity of individuals is high, when group members share their observations and comments, and the discussion is not dominated by one or two people. This also applies to groups that include women<sup>44</sup>.

- **Increased satisfaction of employees**

Psychologists confirm that **diversity in the workplace increases satisfaction resulting from the performed duties, increases professional involvement, promotes taking the initiative and responsibility**<sup>45</sup>. In other words, people enjoy working in a diverse environment, because it is motivating and interesting. Teamwork which engages different personalities is successfully completed more often than the work of a group of people with similar personalities. In diverse teams the tendency to categorize is reduced – we do not do it so often because the category 'other' is no longer threatening, as was 'tamed' in practice.

41 S. B. Knouse, M. R. Dansby, *Percentage of work-group diversity and work-group effectiveness*, "The Journal of Psychology", No. 133, 1999, pp. 486-494

42 B. Wojciszke, *Psychologia społeczna [Social psychology]*, Wyd. Naukowe Scholar, Warsaw 2012

43 *Gender diversity and corporate performance...*, pp. 17-18

44 A. W. Woolley, C. F. Chabris, A. Pentland, N. Hashmi, T. W. Malone, *Evidence for a collective intelligence factor in the performance of human groups*, 'Science' No. 330, 2010, pp. 686-688

45 D. Hicks-Clarke, P. Iles, *Climate for diversity and its effects on career and organisational attitudes and perceptions*, 'Personnel Review', Vol. 29, No. 3, 2000, pp. 324-345

- **Perceiving the company as ethical**

Companies that respect the rule of equal treatment and ethical management are perceived in the labour market as an employer of choice. Studies of young leaders show that both women and men want to have flexible working hours and appreciate the solutions to reconcile their professional and private/family life<sup>46</sup>. Deloitte's report indicates that companies where women are CEOs build its market position taking into consideration the principle of sustainable development and are perceived by consumers and contracting partners as companies with a higher level of ethics that adhere to corporate governance<sup>47</sup>.

- **Overcoming stereotypes**

According to psychologists, people have an unconscious tendency to pair up and form groups on the basis of similarity and affiliation to the same group, and the members of other groups are instinctively treated as the others. **Psychological research negates the common belief that opposites attract and we pair up or form groups on that basis.** Therefore, creating diversity is not an easy task but it is worth undertaking, because – according to Dorota Wiśniewska-Juszczak, PhD from the University of Social Sciences and Humanities – diversity extends the group category 'we', since those are not only people similar to me, coming from my original group, but all the people who take part in the project<sup>48</sup>. Such a way of thinking reduces the antagonism towards otherness and extends the concept of 'we', therefore it facilitates overcoming stereotypes. The more frequently there are people different from us in our environment, the easier it is to like and appreciate them – the frequency of contact removes the uncertainty because we know what we can expect from the others.

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46 E. Zielińska, *Polityka równego traktowania kobiet i mężczyzn...* [The policy of equal treatment of women and men...], p. 34

47 *Więcej równości – więcej korzyści w gospodarce...* [More equality – more advantages in economy...], p. 32

48 Based on the unpublished presentation of Dorota Wiśniewska-Juszczak, PhD, prepared for the HR Director Club in Think Tank

## Part II.

# Equal opportunities in practice

### **In this part you will learn about:**

- 7-step activity plan for equality;
- guidelines how to prepare the presentation on equality for a meeting with the management board;
- areas of equality measures;
- what is mentoring in connection with patronage;
- advantages of coaching;
- effective work-life balance activities;
- outcomes of the remuneration monitoring;
- methods of carrying out exit interview;
- best business practices in the field of equal opportunities.





## 1. Where to start: the activity plan for equality

The implementation of equality measures will not bring expected results unless it is a well-thought out, consistent and goal-oriented process, i.e. aimed at the benefits that are brought to the company by the diversity of employees.

We present a 7-step implementation plan of equality measures. The plan will be useful for both experienced companies and those which have just started their work in the field of equal opportunities. It will facilitate the review of implemented activities and evaluation whether the process is successfully implemented in the experienced companies. While in the case of the beginner companies it will indicate what steps should be taken in order to successfully implement equality measures.

### Step 1

evaluation of the current situation in terms of equal opportunities

preparation of an action plan

### Step 2

### Step 3

preparation of a presentation for the management board

obtaining the approval of the action plan

### Step 4

### Step 5

presentation of the action plan to the management board

implementation of the approved actions

### Step 6

### Step 7

monitoring the progress of the implementation of the plan

### Step 1

#### evaluation of the current situation in the company in terms of equal opportunities for women and men

The analysis of the current situation, potential, challenges and threats should be at the core of each process of change in the company. The same applies to the introduction of changes regarding equal opportunities for women and men. Therefore, the evaluation of the current situation in the company in the field of equal opportunities should be the first step in the implementation process of equality measures.

The following materials annexed to the Guide may be used in order to carry out the analysis of the situation in the company:

- » The excerpt of provisions of the Labour Code – Material No. 1;
- » The questionnaire ‘Evaluation of the workplace in terms of the implementation of activities towards equal opportunities for women and men’ – Material No. 8.

Good practices of companies included in the last chapter of part II of the Guide (‘How others do it. Companies’ good practices’) may also prove helpful. The above-mentioned materials will allow for checking if the company’s work regulations in force and implemented procedures include entries which sufficiently relate to existing provisions of the labour law in terms of equal opportunities for women and men in a workplace, and if the company applies practices that aim at equal opportunities.

Filling in the questionnaire ‘Evaluation of the workplace in terms of the implementation of activities towards equal opportunities for women and men’ (Material No. 8) will be especially helpful. Answers to the questions included in the questionnaire will allow identifying **the areas of the company’s operations where proper solutions for equality are applied, as well as the areas with significant lacks which require taking actions**. Gathering figures and percentages connected with the situation of women and men in a company regarding, among others: the percentage rate of women in different levels of management, the number of women promoted to managerial positions in the last 12 months as compared to the number of promoted men, differences in basic remuneration of women and men (see: presentation for the management board, the part entitled ‘Gender equality in our company’ – Material No. 11).

The evaluation of the current situation in the company in terms of equal opportunities may be carried out by the whole HR team, some of its members or an appointed person. It is also worth consulting the observations regarding the provisions of the company's documentation (e.g. regulations, policies, strategies, procedures) with the company's lawyer with regards to their compliance with binding provisions.

## Step 2 preparation of an action plan

The knowledge obtained in the course of the first step allows for the formulation of short-term and medium-term action plans aimed to ensure equal opportunities for women and men in the company. In result of the carried out analysis of the situation in the company the following list will be prepared:

- » areas in which the implemented equality measures were assessed as insufficient;
- » practices and solutions which may/should be introduced in order to ensure equal opportunities in the company;
- » specific provisions in regulations, policies and procedures, which have to be introduced and/or modified so that they will be fully compliant with the existing provisions of the labour law.

Each position on the list should be supplemented by proper solutions which will fill the existing gaps. In order to do that it is advisable to re-analyse the solutions which are successfully used by other companies – they were described in companies' good practices and the following materials:

- » Publication „Więcej równości – więcej korzyści w gospodarce” [‘More Equality – More Benefits in Economy’]<sup>49</sup>;
- » Publication „Łączy nas różnorodność. Przewodnik po Karcie Różnorodności” [‘Diversity Unites Us. Guide on the Diversity Charter’]<sup>50</sup>;
- » Publication „Przewodnik po zarządzaniu różnorodnością” [‘Guide on the Diversity Management’]<sup>51</sup>.

49 *Więcej równości – więcej korzyści w gospodarce... [More Equality – More Benefits in Economy...]*

50 *Łączy nas różnorodność. Przewodnik po Karcie Różnorodności [Diversity Unites Us. Guide on the Diversity Charter]*, Forum Odpowiedzialnego Biznesu, Warsaw 2013

51 *Przewodnik po zarządzaniu różnorodnością [Guide on the Diversity Management]*, Diversity Index, Konfederacja Lewiatan, Warsaw 2013

Those materials should serve only as an inspiration for the preparation of the list of possible solutions. On the basis of the practices described in it, **each company should create its own list of potential solutions which will be adapted to the business and staffing situation of the company**, its strategy and organisational culture or industry within which it operates. It is recommended to create the list of possible solutions with a larger team of workers. The so-called focus groups – groups of people from different teams and positions selected in such a way that they represent different groups of workers in terms of age, gender, origin, which prepare a list of solutions possible to be implemented in the company during a meeting/workshop (usually lasting 2-4 hours) – perform well in situations which require creative approach to the identified challenges.

It may be that the list of actions/solutions that should be implemented will include many positions. In such situation **it is advisable to evaluate all selected initial actions/solutions in terms of results they may bring and the urgency of implementing them** (or difficulties connected with their implementation according to the scale: very difficult to implement, difficult to implement, easy to implement).

It also worth preparing the *quick wins* list. It is a term used to describe actions/solutions which will not necessarily bring very good or good results, but they will be easy to implement because they do not require many resources or much time.

The selected actions/solutions will form the short-term action plan (to be implemented within the period of 6-12 months) and medium-term action plan (to be implemented within 12-24 months). In order to ensure the implementation of the proposed actions/solutions they should be described in detail in such a way that each of them has a specific feasible objective, expected results and benefits, required resources, list of potential barriers and a detailed task schedule. The form 'Implementation plan of equality measures' (Material No. 10) may be used for this purpose.

**During the creation of the list of possible actions/solutions it is worth to consider carrying out the training session entitled 'Equal opportunities for women and men in business. How to do it?'**, which aims to prepare the company to implement equality measures in the workplace. The training session may be addressed both to the management of all levels and workers in non-management positions. The training plan was included in the third part of this Guide.

The action plan for equality, both short- and medium-term, may be divided into different stages, for instance:

- » **Stage A** – creating the basis (e.g. introducing proper entries connected with equal opportunities for women and men in the Ethics Code of the company and/or adding the principle of equal treatment of all workers to the list of the most important values of the company);
- » **Stage B** – combating inequalities in terms of structure (e.g. modification of the company's anti-discrimination procedures in conformity with the binding provisions);
- » **Stage C** – combating inequalities in practice (e.g. modification of recruitment announcements and the recruitment process and the selection of candidates);
- » **Stage D** – raising equality awareness of the management board and workers (e.g. carrying out a training session, introducing non-financial rewards for people who have a model attitude towards equal opportunities in the company).

In the course of preparation of the short-term action plan it may turn out that for some reasons (e.g. high level of employment, numerous locations where the company runs its operations) it will be difficult to implement the chosen equality solutions at the same time in the whole company. In this case one may take into consideration the implementation of the chosen solution/solutions in the form of a pilot project in order for the HR department to indicate obtained benefits, as well as gain new allies in the directors and managers from the departments in which the pilot project will be carried out.

The pilot project implementation should not last shorter than 6 months (some time is needed to observe the benefits and potential problems connected with the implemented solution) and longer than 12 months. The pilot project may include the chosen department of the company, specific group of employees (e.g. middle managers) or a branch office if the company operates in several locations in the country. **After the pilot period its results should be summed up and presented to the management board.**

The results may be presented by the manager of the team who participated in the pilot project. Line managers' positive opinions on the tested actions will serve as strong arguments for the implementation of those solutions in the whole company that may be used during the meeting with the management board.

### Step 3 preparation of the presentation for the management board

The evaluation of the current situation in the company in terms of equal opportunities of women and men and the proposed short-term and medium-term action plan will serve as a basis of the presentation for the management board. This presentation should be enriched with the material describing:

- » the situation of women in business in the world, Europe and Poland;
- » best practices ensuring equal opportunities of women and men used by the companies operating in Poland;
- » financial and non-financial benefits which may be obtained by the company as a result of the implementation of chosen action/solutions.

A sample presentation which may be used during the meeting with the management board is the Material No. 11. The presentation may be also complemented with additional data included in the material entitled 'Did you know that...?' (Material No. 7).

It is also worth remembering to include such information as the method of monitoring the implementation of the action plan approved by the management board and the obtained benefits as well as the way of informing the management about the progress of the workflow (it would be the best to provide such information every quarter during the meeting of the management board).

### Step 4 obtaining the approval of the action plan and creating a 'coalition' for it

Before the meeting with the management board, which will aim to discuss the current situation of women in the company and provide for proper equality actions/solutions, a relevant approval for the prepared action plan and the presentation for the meeting should be obtained. The approval should be granted by the Director of the HR department of the company (other persons may be included into the process of approving the prepared materials, depending on the organisational structure of the company). In addition to the relevant approval, **before the meeting with the management board it is advisable to obtain the support for the action plan from several people whose opinion will be pivotal** (e.g. specific persons from the management board, persons coordinating the operations of the departments which have been selected for the pilot project).

## Step 5

### presentation of the action plan for equality for the management board

During the discussion on the prepared presentation for the management board it is important to present business benefits which may be obtained by the company in result of the implementation of the suggested actions/solutions. The financial benefits (see: presentation for the management board, the part entitled 'Benefits resulting from the larger participation of women in the company's management' – the Material No. 11) which can be obtained by the companies with a significant participation of women in the governing bodies have been indicated in the sample presentation addressed to the management board.

Numerous non-financial benefits have been described in the following materials:

- » Publication „Więcej równości – więcej korzyści w gospodarce” [‘More Equality – More Benefits in Economy’]<sup>52</sup>;
- » Publication „Analiza tematyczna. Kobiety w biznesie: stan obecny, proponowane rozwiązania” [‘Thematic study. Women in business: current state, suggested solutions’]<sup>53</sup>;
- » Publication „Przewodnik po zarządzaniu różnorodnością” [‘Guide on the Diversity Management’]<sup>54</sup>.

Before the meeting with the management board, it is advisable to think which of the financial and non-financial benefits will be significant for the company, because of the organisational culture and adopted strategy. Examples of financial and non-financial strategies that may be used include:

#### FINANCIAL BENEFITS:



- management staff turnover decreased by x% thanks to the higher participation of women in management – on the basis of the current turnover of male and female managers;
- sick leaves among women expecting a baby decreased by x% resulting from the use of remote working both before the maternity or child care leave and after such a leave;
- decreased costs of recruitment resulting from the better use of women's development potential and the work of women coming back from maternity/child care leaves;
- increased commitment of women which is reflected in the financial results of the company.

52 *Więcej równości – więcej korzyści w gospodarce... [More Equality – More Benefits in Economy...]*

53 *Kobiety w biznesie: stan obecny, proponowane rozwiązania. Analiza tematyczna [Women in Business: Current State, Suggested Solutions. Thematic Study], No. 4/2012, Forum Odpowiedzialnego Biznesu dla Programu Partnerstwa, Warsaw 2012*

54 *Przewodnik po zarządzaniu różnorodnością... [Guide on the Diversity Management...]*

## NON-FINANCIAL RESULTS:



- strengthening the brand of the employer in the market;
- strengthening reputation of the company among its clients and business partners;
- expanding the cooperation and developing creativity and innovativeness of the teams thanks to greater diversity in departments and project teams.

### Step 6

#### implementation of the actions approved by the management board

The implementation of the adopted plan should be started after the approval for the equality measures from the management board.

**One of the first tasks is to organise the meeting with the team that will be engaged in the implementation of the approved solutions.** The opening of the meeting by the Chief Executive Officer or another person from the management board will emphasise the importance the company attaches to equal opportunities of women and men and will help to determine priorities in the implementation of the approved plan.

The 'implementation team' should include persons from different areas of the company's operations, e.g.: representatives of the finance department (in connection with the costs incurred by the implementation of the plan), the PR department (because of the need to develop and implement a communication plan regarding the implemented equality measures) as well as the HR or the CRS department. Only such a broad **selection of team members gives a chance to successfully implement the intended actions.**

The results of the meeting of the implementation team should include: assigning a role to each member of the team in the implementation of the equality action plan; defining barriers which may occur in the period of the plan implementation and actions which will help to overcome difficulties; developing the communication plan for the period of 12 months; developing the meeting schedule of the implementation team (e.g. frequency, rules of conducting meetings, agenda) and the reporting procedure for the progress of implementation of the plan by the team members between the meetings.

In order for the majority of workers to understand and engage in the intended equality measures **it is very important to prepare the communication plan of those actions.** Such a plan should be developed for at least a year and should include:





- » regular announcements (e.g. every quarter) sent to the whole team by the Chief Executive Officer or the Director of the HR Department, which include the information on the progress of the implementation of the approved plan and obtained benefits;
- » actions supporting communication regarding the implementation of the plan (e.g. announcements which appear on computer screens of all workers after switching it on to remind about the chosen actions and/or obtained benefits, posters that inform about implemented key actions);
- » the schedule of quarterly meetings with the management board, during which the progress of the plan, potential barriers to its implementation and obtained results will be discussed.

Another task is to adequately inform the whole team of workers about the implemented action plan towards equality.

**Good practices in this field include:**

- » letter from the Chief Executive Officer addressed to all employees of the company informing about the adopted equality actions plan and about the current situation in the company, in comparison with best practices in the market (if a pilot project was carried out in the company it is advisable to indicate its deliverables);
- » presentation for the directors (chosen parts of the presentation prepared earlier for the management board) along with the communication plan and the role of directors (e.g. presenting the action plan to the team of a given department, explaining the reason for its implementation and expected benefits, ongoing support in the course of the implementation of the plan); presentation of the action plan approved for implementation should take place in the period from 1 to 3 days following the date of sending the letter from the Chief Executive Officer to all employees of the company; meeting with the directors should be opened by the Chief Executive Officer or another person from the Management Board;
- » presentation for all employees of the company (the chosen parts of the presentation prepared earlier for the directors together with specified benefits that will be obtained by the team thanks to the implementation of the approved action plan), which may be carried out by the director of each department during the meeting with subordinates.

Brainstorming regarding the importance of diversity and equal opportunities in each company as well as their benefits may be carried out in the course of meetings of smaller teams (up to 15 people) during the presentation of the action plan. The meeting may be enriched with 1 or 2 easy exercises chosen from the training programme.

### **Step 7** **monitoring the progress and results of the implementation of the plan**

For successful implementation of the action plan it is extremely important to monitor the progress of implementation of the approved activities and their results on a quarterly basis, i.e. the expected financial and non-financial benefits. **It is important that not only the management board but also managers and all employees are informed about the implemented plan and achieved results.** The information on the implementation of the plan may be sent to the employees of the company via e-mail, intranet, the company's newsletter, the letter from the Chief Executive Officer or in the course of conversations during team meetings.

In the case of managers it is advisable to prepare a presentation regarding the implementation progress of the plan and obtained results, as well as discuss it in the course of the meeting. It will facilitate to ask questions, dispel doubts and gain the support of managers for future implementation of equality measures. A similar presentation may be used during the quarterly monitoring meetings with the management board.

**It may be necessary to modify the action plan due to unexpected difficulties in its implementation**, e.g. the need to decide on other priorities as a result of competitors' actions, lack of appropriate resources resulting from the promotion of key persons for the implementation of the plan. It is important to present the reasons for the change in the approved plan and the modified implementation schedule of the equality measures together with the benefits expected to be obtained to the management board at the right time. In the case the management board approves of the modified schedule, the managers and employees have to be informed about the changes (it is recommended to organise a meeting).

After the completion of the short-term plan implementation it is important to sum up its execution, e.g. during the meeting with the management board. The meeting is an opportunity to talk about the results of the carried out actions and discuss the medium-term plan which was approved at the beginning of the whole process. It may be necessary to modify and adapt the plan to the current situation of the company depending on the success of the implementation of the planned actions and on the benefits obtained by the company.

## 2. What may be done: types of equality measures

There is a wide spectrum of corrective measures targeted to women. Many American companies, including the companies from the Fortune 500 list, as well as some companies operating in Poland take concrete actions to promote women to managerial positions. The implementation of equality measures in different areas of the company's operations, as described below, brings about best results.

### The company's strategy



The effectiveness of the equality measures carried out by the company depends largely on whether they fit into the business strategy. If the senior managers are convinced that the promotion of women brings benefits for the company, it is reflected in the business strategy. **The strategy oriented towards diversity and promotion of women to managerial positions requires documents and procedures regarding equal treatment and communication inside and outside the organisation** that the company attaches importance to the creation of work environment free of prejudice, open to diversity and effective use of the human capital. Companies often appoint a team/person for equality or diversity management, discuss related objectives (e.g. 30% of women as senior managers within the period of 3 to 5 years), implement special programmes to achieve the set objectives and monitor the situation<sup>55</sup>.

### Recruitment and selection of employees



The results of the research carried out within the Diversity Index in 2013 and 2014 show that discrimination during the recruitment and selection process is still common in the Polish companies<sup>56</sup>. Therefore, it is important to ensure that the criteria adopted in the recruitment and selection process, both internal and external, are clear and comply

<sup>55</sup> Zarządzanie różnorodnością w miejscu pracy... [Diversity Management at the Workplace...], pp. 11-22

<sup>56</sup> Ibidem

with the equal opportunities standards. The staff members who take part in the recruitment process should be trained on the issues of equal opportunities and diversity as well as equipped with a standard sheet regarding the recruitment interview, assessment of competences and experience of the candidates. The job advertisements should be formulated in such a way that they do not include elements directly or indirectly excluding members of any social group from the recruitment.

**It is a good practice to monitor the number of applying women and men for positions at various levels in the company within the external recruitment.** It may happen that the number of submitted applications does not reflect the actual distribution of working men and women in the society or local environment (a given region, voivodeship or city where the company's principal office is located) or in a given professional group. This situation may show that the job advertisements (their form, target group, and/or medium) do not reach potential candidates in the same way.



## Talent management

Attracting talented women to work is within the company's strategy targeted at talent acquisition. It is not an easy task, especially when it comes to technical professions. Some companies launch special programmes in secondary schools, which encourage girls to apply for technical and IT studies (see Good Practices), others carry out similar actions at universities. **Within the actions connected with seeking ambitious and talented women it is crucial that the company offers flexible working hours and fosters reconciliation of private and professional life.** Talent management includes also the organisational activities aimed at keeping, motivating and developing talented individuals. During the annual review of talents, directors and the management board of the company have an opportunity to evaluate the potential and work results of selected workers, plan the career paths of the most talented women and men as well as make decisions regarding the appointment of successors on the key positions in the company (managerial and non-managerial positions). The process of talent management is another opportunity to support diversity in the whole organisation.

## Individual professional development plan



Whether or not there is a cyclic review of talents carried out in the company, it is a good practice to prepare a concrete professional development plan adapted to the needs of staff members. **One of its aims is to support women in the access to promotions and prevent talented women from quitting the company.** It is advisable that every employee was intended to have her/his individual professional development plan from the day they start working in the company. Under the supervision of the superior the newly employed person sets own goals, evaluates competences and creates an individual development plan as well as indicates the needs regarding the support from persons with greater professional experience. The development plan will be effective if the development methods of chosen competences and skills will be properly selected. To this end the experience shows that in the case of the preparation of women to the promotion to higher positions, mentoring and coaching methods give the best results.

## Mentoring programme



The programme promotes women for the managerial positions and consists in **the support given to younger employees by senior managers who share their knowledge and practical guidelines.** Mentoring is effective when it takes the form of a patronage (sponsoring), i.e. is not limited to giving advice but uses the position of the mentor in order for the student to get promoted to higher and top level positions.

## Coaching



Individual coaching is the most often offered to people on managerial positions because it is relatively expensive. **Coaching involves bringing out people's strengths, helping them in overcoming personal barriers and limitations on the path to achieving an objective,** as well as facilitating their more effective work. It focuses on solving (rather than searching for the causes of problems). It may be aimed at developing leadership skills<sup>57</sup>.

57 Przewodnik dobrych praktyk... [Good Practice Guide...], p. 45



## Employees' performance evaluation

The performance evaluation based on the principle of equal treatment allows to make objective review of employees' achievements. This may be done when **objectives and evaluation criteria are clearly defined**. During the evaluation interview the superiors not only discuss the progress of tasks fulfilment, but also appreciate the successes of their subordinates, provide them with feedback based on facts and relevant indicators as well as, together with a subordinate, prepare an individual development plan for the next year. Many companies have a procedure to appeal against the evaluation prepared by the direct supervisor. This system allows for a reliable and reasonably objective evaluation of an employee based on of his/her actual achievements.



## Remuneration policy

The employer is obliged to ensure equal pay for work of equal value, therefore once a year every company should monitor **or audit the remuneration policy in view of various positions with regard to gender**. This allows to obtain knowledge on the situation in a particular company and indicate the reasons for differences in remuneration and, if they are not justified on the grounds of specific performance indicators, to introduce a corrective programme. The results of the Diversity Index 2014 show that only 29% of all companies/institutions participating in it declared to have monitored the remuneration policy<sup>58</sup>. People working in a given company must be convinced that they receive remuneration adequate to their commitment and not lower than colleagues with similar commitment in carrying out professional duties. Therefore, one must ensure that the remuneration policy is adequate to the extent of staff performance.

## Solutions facilitating reconciliation of professional and private duties

Companies that build culture sensitive to diversity ensure that the workplace is friendly to persons with small children, and therefore offer solutions facilitating reconciliation of professional and family duties. Holding women responsible for the care and upbringing of children,

which is traditional, makes it harder for them than it is for men to develop professionally; they have career breaks connected with childbirth. The hitherto research carried out within the Gender Index 2007 as well as the Diversity Index 2013 and 2014 indicate that **most companies offer solutions regarding work-life balance, but the most common is flexible working time** (e.g. part-time work, flexible working hours).

Exceptions include solutions such as: task-based working time, home working or teleworking; continued access to the business phone, laptop and intranet during maternity and child care leave; subsidies for nursery/kindergarten fees; medical care including children; career break justified by personal/family reasons lasting from one to three years; contact with the company during a leave due to childbirth and care of a small child as well as participation in meetings and trainings (class-room or e-learning) during a leave. It is also rare to encourage fathers to take parental leaves and develop programmes for fathers informing them about values, which may be achieved by them and their families when they become involved in childcare<sup>59</sup>.

## The system of reporting irregularities in the company



Many international corporations have implemented systems that allows for reporting possible irregularities. Such notifications are usually received by an independent team working in the company headquarters outside Poland. Sometimes workers are provided with a phone line, e-mail box or postal address, to which they may send their comments, objections or complaints. Implementation of such system meets the expectations of employees because they feel safer and more comfortable when a **matter concerning unequal treatment, sexual harassment or mobbing may be reported to the team operating outside their organisation.**

## Human capital balance



Some companies carry out the audit on the human capital balance once a year. Demographic data on workers of the company (e.g. the percentage rate of women and men in employment and on managerial

59 Ibidem, p. 54

positions at various levels) and data on the company's key economic indicators (e.g. the level of staff turnover, absence) are prepared in its course. It provides an opportunity to ensure that the principle of equal treatment on grounds of sex is applied in practice. **A comparison of remuneration of women and men occupying positions of equal value is carried out within the audit on the human capital balance.** Such a review may also be used to verify the actual access of employees to training sessions, the distribution of work evaluation scores or the number of promoted people according to gender.



### Cultural organisation of the company

Characteristics of the organisational culture focused on diversity include compliance with the existing law on equal treatment at the workplace and in relationships with stakeholders, as well as the widespread promotion of values, norms and customs connected with the creation of an environment of acceptance and appreciation of differences, not only tolerating them. The financial, organizational or staff support for bottom-up initiatives taken by employees for their better performance in the organisation, for instance such as the work-life balance programme, women's cooperation network constitutes an element of a policy open to diversity.

**! Women's networks offer internal integration of women in an organisation and their influence on the company's affairs, including the human resources management policy – recruitment and selection systems, and the promotion of employees. They provide opportunities for the exchange of knowledge and experiences from top managers to lower level managers; contribute to the exchange of knowledge and experiences in an international environment. They facilitate the development of women's careers and help them overcome barriers to promotion. Particular attention is given to trainings on communicating own achievements and contributions to the development of the company, which motivates to applying for managerial positions.**

In order to monitor whether the organizational culture focused on diversity has been implemented, many companies use the so-called **exit interview**. It allows to learn the reasons for leaving in cases where workers quit on their own, and to obtain evaluation of working conditions and atmosphere in the company in the case the leave is initiated by the company.



### **3. How others do it: companies' good practices**

For the purpose of this Guide we asked the companies that have implemented equality measures to share their good practices. Based on this information the collection of good practices was created and presented in Table 3. The actions undertaken by the companies were grouped into five categories: recruitment and selection of workers, talent management, work-life balance, protection against discrimination, remuneration policy management. In the last column we have provided information on the percentage rate of women and men on specific positions in each company.

Table 3.

Area	Name of the company	Good practices	Description	Obtained results
<b>Recruitment and selection of workers</b>	Cappgemini	Recruiters' declaration of 'objectivity'	Each person involved in the internal or external recruitment process is obliged to sign the declaration stating that this person will follow the company's guidelines in the field of equal treatment and that the candidates for vacant positions will be subject to evaluation based on their experience and competences only.	The percentage rate of women in the team managing the company amounts to 50%. The percentage rate of women as senior managers amounts to 43%.
	Dentsu Aegis Network Polska	Monitoring the level of diversity <i>Innovation Day</i> and <i>Entrepreneurship Day</i>	The company monitors the number of women and men at various organisational levels and in various departments. During the <i>Innovation Day</i> and <i>Entrepreneurship Day</i> representatives of the company encourage young people from the middle and secondary schools to choose a career path in the field of new technologies or mass media.	The percentage rate of women in the management board of the company amounts to 67%. The percentage rate of women as senior managers amounts to 33%. The percentage rate of women as medium level managers amounts to 47%.
	Kompania Piwowska	Monitoring the level of diversity	The company regularly monitors the number of women and men who have submitted their applications for the vacant positions and who were employed in Kompania Piwowska after the selection process.	The percentage rate of women on managerial positions amounts to 30%.
	Microsoft	Monitoring the level of diversity	The company regularly monitors the number of women and men employed in the company. Each recruiter is obliged to include at least one woman in the so-called 'short list' of people considered for the vacant position.	The percentage rate of women in the company amounts to 36% (in 2012 it stood at 30%). The percentage rate of women on technical positions amounts to 17% (in 2012 it stood at 8%).
<b>Talent management</b>	Cappgemini	<i>Women at Cappgemini</i> Project	The company carries out actions in order to overcome stereotypes connected with women's professional predispositions – during the <i>GirlzCamp</i> and <i>Girlz</i> students, and secondary school students are encouraged to choose the career path connected with new technologies through free workshops and training camps. The <i>Women at Cappgemini</i> Project is based on four pillars: recruiting with the use of diversity principles, developing women's talents in attractive coaching and mentoring programmes, keeping workers by supporting the work-life balance (especially during the pregnancy and early motherhood), changing the organisational culture of the company through trainings increasing knowledge on the benefits of diversity. Operations of the permanent group <i>Women@Cappgemini</i> , which is a part of the international community of women working in the company, were initiated within the Project. The employees meet once a quarter in order to share experiences regarding, i.a. the work-life balance, in a cosy atmosphere.	
		<i>Diversity Week</i>	Every year the company organises the <i>Diversity Week</i> – the meeting of women, during which they share experience regarding the career path to top managerial positions, reconciliation of professional and private life as well as overcoming barriers and own weaknesses. Training sessions supporting the development of women are also organised during the <i>Diversity Week</i> .	Women constitute 50% of people included in the <i>Route 500</i> programme
	Dentsu Aegis Network Polska	Monitoring development opportunities of women	The company regularly monitors the number of women applying for the annual development programme for people with the highest leadership potential – <i>Route 500</i> . Moreover, the company monitors the performance of women's work and the number of promoted female workers.	In 2013 54% of women on specialist and managerial positions had Individual Professional Development Plans.
	Kompania Piwowska	Mentoring programme	The company implements a mentoring programme that supports the career paths pursued by women who have high aspirations and development potential.	Women constitute 89% in the management of the company.
	Microsoft	<i>Women Polish Chapter</i> Programme	The company regularly organises meetings with women who achieved professional success in Microsoft. Meetings with coaches and leaders aimed at supporting careers and professional development of female workers are organised within the Programme. Moreover, the company organises cyclical activities addressed to female workers regarding, among others, strengthening personal energy, proper physical activity and coping with stress.	
Sephora	<i>Development Day</i>	The <i>Development Day</i> is aimed at the support of diversity and equal opportunities. During the meeting, which lasts for the whole day, women who have development aspirations (representing supporting departments and perfumeries) have the opportunity to talk about the career paths, barriers in their careers, and to develop skills, such as self-confidence, self-presentation, coping with stress.		

Area	Name of the company	Good practices	Description	Obtained results
<b>Work-life balance</b>	Cappemini	<i>Business Mom</i> and <i>Business Dad</i> Project	The project is aimed at activating women and men on parental leaves and providing them with a regular contact with the company during their leaves. A special portal with a published list of all vacancies in the company and e-learning training sessions, which may help to raise one's qualifications, has been created for parents who want to return to work after a leave. The <i>Business Mom</i> portal contains information on the opportunities to work in the company during the child care leave, and on the available benefits in individual tabs: I am pregnant, I am on the maternity leave, I want to return to work. The company has also developed the Guide for parents and the Guide for superiors, which serve as a base of knowledge on the entitlements connected with parenthood, steps that have to be taken before the parenthood leave as well as before the return to work. The company has also implemented the programme of co-financing nursery, child club or kindergarten and has created a room for parents with children in every office.	
	Dentsu Aegis Network Polska	Day Care Programme and flexible working time and place	Under the <i>Day Care</i> programme the company offers its workers the opportunity to come to work with a child. Workers also have flexible working hours and may work remotely for a period of time, e.g. they may work from home.	
	Kompania Piwowska	Guide for parents, facilities for pregnant women and camps for children	The company has developed the Guide for parents for its employees, which includes information on the entitlements connected with parenthood, steps which have to be taken before the parenthood leave as well as before the return to work. Each mom expecting a baby may change her set of non-wage benefits and use the special parking space located near the entrance to the company. The co-financing of organised summer/winter holiday trips for employees' children (from 5 to 18 years of age) and a promotional offer for sports camps for children are also very popular.	
	Microsoft	Improvements for parents	Parents of children up to 14 years of age may use a range of facilities, such as individual working time, reducing the working time to 6 hours, using additional days off or carrying out a part of work at home (e.g. 2 days a week).	
<b>Protection against discrimination</b>	Dentsu Aegis Network Polska, Microsoft, Kompania Piwowska, Sephora	Combating violence, mobbing, discrimination and harassment at the workplace	Companies have implemented procedures aiming at combating violence, mobbing, discrimination and harassment at the workplace, as well as training managers and employees in this field.	
	Dentsu Aegis Network, Kompania Piwowska, Sephora,	Ensuring diversity in the company	The companies carry out regular training sessions for managers and employees regarding diversity (legal regulations, benefits, actions which have to be undertaken in order to ensure diversity, methods of monitoring diversity level).	
	Dentsu Aegis Network, Kompania Piwowska, Sephora,	<i>Karta Różnorodności/Women's Empowerment Principles</i>	The companies have signed <i>Karta Różnorodności</i> (the Polish equivalent of the Diversity Charter recommended by the European Commission) or <i>Women's Empowerment Principles</i> (the document prepared by the UN). Both documents constitute a form of a declaration of the company regarding the observance of equality, diversity and combating all forms of discriminations at the workplace.	
<b>Remuneration policy</b>	Dentsu Aegis Network Polska, Microsoft, Kompania Piwowska, Sephora	Remuneration policy	The remuneration policy for women and men is based on the evaluation of positions, evaluation of performance, and consistent rules governing pay rise awards. The companies regularly monitor the level of remuneration for women and men as well as the amount of, and the basis for the awarded pay raise.	

## Part III. **The Toolset**

**This part of the guidebook provides you with:**

- the ready-made plan of equality training for companies;
- 70 questions evaluating the place in terms of equality of opportunities;
- supplementary resources and sources of inspiration.



# 1. Openness to change: A Plan of Equality Training

The Programme of the training entitled: ‘Equal opportunity for business. How to do it?’ encompasses the theoretical issues presenting the character as well as the scope of gender discrimination at the workplace. It assumes work with the usage of prepared training tools as well as the usage of active learning methods. It enables participants to gain necessary knowledge and acquire skills, and it is conducive to building the company’s organisational structure based on the principles of equality and diversity.

The presented training programme is composed of methodological and organisational prerequisites as well as of the detailed training instruction to conduct the respective subject-related modules (we present the shortened description of the programme – the complete version is available on CD). Taking into account the practical dimension on the training as well as its adaptability in the companies, the CD contains also supplementary materials. These are the sheets and tools developed for the needs of this training programme, as well as the web links to the publications and reports recommended to be read by those who are going to conduct the trainings.

METHODS AND SUBJECT SCOPE OF THE TRAINING		
Name of the module	Thematic scope	Applied Methods
<b>Module 1</b> <b>INTRODUCTION</b>	<ul style="list-style-type: none"> <li>- presentation of a trainer;</li> <li>- presentation of the participants of the training;</li> <li>- development of the cooperation principles.</li> </ul>	<ul style="list-style-type: none"> <li>- individual work;</li> <li>- collaborative work.</li> </ul>
<b>Module 2</b> <b>EQUAL TREATMENT AT THE WORKPLACE</b>	<ul style="list-style-type: none"> <li>- getting to know the concepts related to equal treatment on the labour market – legal aspects;</li> <li>- getting to know the examples of unequal treatment on the labour market.</li> </ul>	<ul style="list-style-type: none"> <li>- mini-lecture;</li> <li>- case studies;</li> <li>- collaborative work;</li> <li>- watching a film.</li> </ul>
<b>Module 3</b> <b>GENDER VS. LABOUR MARKET</b>	<ul style="list-style-type: none"> <li>- getting to know the examples of unequal treatment of women at the workplace;</li> <li>- getting to know the concepts related to discrimination against women on the labour market.</li> </ul>	<ul style="list-style-type: none"> <li>- mini-lecture;</li> <li>- analyzing texts;</li> <li>- collaborative work;</li> <li>- watching a film.</li> </ul>
<b>Module 4</b> <b>EVALUATION OF THE WORKPLACE IN TERMS OF EQUAL OPPORTUNITIES OF WOMEN AND MEN</b>	<ul style="list-style-type: none"> <li>- evaluation of the workplace in terms of providing equal opportunities for women and men.</li> </ul>	<ul style="list-style-type: none"> <li>- individual work/ group work;</li> <li>- collaborative work;</li> <li>- mini-lecture.</li> </ul>
<b>Module 5</b> <b>DEVELOPING EQUALITY MEASURES AT THE WORKPLACE</b>	<ul style="list-style-type: none"> <li>- working out solutions in response to the equality evaluation;</li> <li>- getting to know the good practices in implementing the equality measures.</li> </ul>	<ul style="list-style-type: none"> <li>- individual work/ group work;</li> <li>- collaborative work;</li> <li>- mini-lecture.</li> </ul>
<b>Module 6</b> <b>THE PLAN OF IMPLEMENTATION OF THE EQUALITY MEASURES</b>	<ul style="list-style-type: none"> <li>- developing an equality action plan;</li> <li>- getting to know the recommendations for the implementation of equality-increasing measures in the company.</li> </ul>	<ul style="list-style-type: none"> <li>- individual work/ group work;</li> <li>- collaborative work;</li> <li>- mini-lecture.</li> </ul>
<b>Module 7</b> <b>TRAINING ROUNDUP</b>	<ul style="list-style-type: none"> <li>- training roundup;</li> <li>- evaluation of the training.</li> </ul>	<ul style="list-style-type: none"> <li>- individual work;</li> <li>- group work.</li> </ul>

## 2. Diagnosis of the situation: the tool for evaluating the company in terms of equality of opportunities

The part entitled: **STRATEGY ORIENTED TOWARDS DIVERSITY** verifies whether the equality measures constitute important elements of the company's policy. The questions included in this part of the survey do not verify the level of the declaration, but allow to state with certainty whether the company takes practical actions promoting equality, and whether the decision-makers are involved in the planning process and implementation of such activities.

The questions included in the part entitled: **RECRUITMENT AND SELECTION PROCESS** make it possible to objectively assess, whether the process of recruitment and selection of candidates is conducted in line with standardized and, above all, objective criteria, applying the principles of gender diversity.

The area of **TALENT MANAGEMENT** allows for assessment of the existing practices and procedures for supporting the staff in the professional performance of their duties and responsibilities, development of qualifications and professional competences, as well as planning and development of their career paths. In addition, the questions included in this part of the survey render it possible to identify the difficulties and barriers related to promotion of women to higher positions within the company.

The **PERFORMANCE EVALUATION** part refers to standardization of the employers' assessment criteria – in terms of the anti-discrimination factor. In addition, the questions included in the survey allow it to verify whether the workers in managerial positions are evaluated by their subordinates in terms of applying the equality measures.

The objective of the questions included in the part entitled: **MANAGING REMUNERATION** is to assess the practices and procedures concerning the remuneration policies existing in the company. They verify whether gender is not a factor differentiating the level of salaries, allowances, bonuses and other fringe benefits granted to the employees.

The part entitled: **SOLUTIONS FACILITATING THE RECONCILIATION OF PROFESSIONAL AND PRIVATE LIFE** makes it possible to assess whether the company offers the employers different solutions for work-life balance and to whom these are addressed.

The part entitled: **SYSTEM FOR REPORTING IRREGULARITIES IN THE COMPANY** makes it possible to assess whether the company has developed a system for reporting and reacting to undesirable events and behaviours that are discriminatory or connected to mobbing, and renders it possible to evaluate the effectiveness of such solutions.

The part devoted to **HUMAN CAPITAL BALANCE** gives an opportunity to look from a wider perspective at the structure of employment in the company and practices that support human resources management.

The last area, namely: **ORGANISATIONAL CULTURE OPEN TO DIVERSITY** makes it possible to assess whether there are any principles, values and activities in the company, which confirm that the company is open to diversity – also the one that results from gender.

Time for filling in the questionnaire: approx. 20 minutes.

We recommend it to be filled in by a person or a team of those who have knowledge about the company's policy in terms of managing human resources.

STRATEGY ORIENTED  
TOWARDS DIVERSITY

	Yes	No	I do not know
1. Does the company have a policy/strategy of equal opportunities and/or diversity management at the workplace, included in one of the strategic documents of the company?			
2. Does the company have internal rules of equal treatment/prevention of discrimination and mobbing at the workplace?			
3. Does the company have the position/team responsible for equal opportunities and/or diversity management at the workplace?			
4. Does the post/team responsible for equal opportunities and/or diversity management at the workplace have an action plan for each year for which it is accountable?			
5. Does the company's management involve directly in planning and execution of the actions towards equality of opportunities and/or managing diversity at the workplace (e.g. participation in meetings, monitoring of activities conducting on an ongoing basis)?			
6. Are the mid-level female/male managers directly involved in the planning and implementation of measures for equal opportunities and/or diversity management at the workplace (e.g. participation in meetings, the possibility of submitting own solutions, identifying the needs of groups of employees)?			
7. Does the company engage in activities outside the company (conferences, seminars, social advertising campaigns) promoting equal opportunities and/or diversity management at the workplace?			
8. Does the company take part in competitions, promoting equal opportunities and/or diversity management at the workplace (e.g. Firma Przyjazna Mamie [Eng. Mother Friendly], Firma Przyjazna Rodzicom [Eng. Parent Friendly], Miejsce Przyjazne Maluchom [Eng. Child Friendly], Przedsiębiorstwo Fair Play [Eng. Fair Play Company])?			
9. Does the company – as part of internal or external recruitment – encourage applications by the persons of the gender that is underrepresented in the department /company?			
10. While conducting the recruitment process for a vacant position, does the company encourage it that there is always at least one female and male candidate?			
11. Does the company apply a standardized interview and a standardized questionnaire for the evaluation of candidates, ensuring that every person applying for a job is asked the same questions and is evaluated objectively, based on her/his education, experience, training, job seniority, qualifications and competence?			
12. Does the recruitment process include any questions about the number/age of children the candidates have and their procreation plans?			
13. Does the recruitment process include any questions about the reconciliation of professional and private life of the candidate?			
14. Has the company trained any people responsible for carrying out the recruitment and selection procedures in terms of the legislation on equal treatment at the workplace?			
15. Does the company use gender-sensitive language when developing the job advertisements, i.e. a male and female forms or forms neutral in terms of gender?			
16. Does the company conduct the monitoring of the content of job advertisements, verifying if they do not infringe the principle of equal treatment at the workplace?			
17. Does the company keep the record of new employees, taking into account their gender?			

RECRUITMENT  
AND SELECTION PROCESS



	Yes	No	I do not know	
18. Does the company have a written policy to encourage the professional development of male/female employees in the company?				<b>TALENT MANAGEMENT</b>
19. While conducting the analysis of the training needs of the male/female employees, does the company identify also the needs related to reconciliation of professional and private life?				
20. Does the company take measures to encourage the training participation of the employees of the gender which is underrepresented in the department/company (e.g. training hours reconcilable with nursery/kindergarten, classroom trainings instead of the off-site trainings)?				
21. Does the company offer specialised development programs aimed at employee groups selected on the basis of gender (e.g. networking, coaching, mentoring, training for women to support their leadership or managerial skills)?				
22. Does the company take steps to promote the promotion of employees of that gender, which is underrepresented in the department/company?				
23. Does the company support male/female managers, making them more competent in the field of equal opportunities and/or diversity management?				
24. Does the company support male/female managers, making them more competent in the field employee management based on the flexible forms of employment and/or flexible working hours?				
25. Does the company support male/female managers, making them more competent in the field employee management allowing them to reconcile professional and private life?				
26. Does the company have transparent criteria and procedures concerning promotion?				
27. Does the company conduct the monitoring of employee participation in trainings/development programs, taking into account also their gender?				
28. Does the company regularly monitor the promotion of employees taking into account their gender?				<b>PERFORMANCE EVALUATION</b>
29. Does the company regularly monitor the participation of women and men at all the levels of management?				
30. Does the company regularly conduct monitoring of employees who have flexible forms of employment, taking into account their gender?				
31. Does the company conduct an ongoing evaluation of its employees, applying standardised tools?				
32. Does the evaluation of the managers include the evaluation conducted by the employees to the extent of introducing solutions supporting equal treatment at the workplace?				
33. Does the evaluation of the managers include the evaluation conducted by the employees to the extent of introducing solutions supporting reconciliation of professional and private life of the employees?				
34. Does the company monitor the performance of the workers on an ongoing basis, verifying whether the results translate into the amount of the employees' remuneration, premiums and bonuses?				
35. Does the company conduct monitoring of the tools which are used to evaluate the outcomes of work, verifying whether these do contain either criteria or entries discriminating any groups of employees against gender?				

	Yes	No	I do not know	
<b>MANAGING REMUNERATION</b>	36. Does the company have a written and available remuneration policy and the policy of supplements and bonuses, transparently defining the principles of remuneration for individual posts?			
	37. Does the company conduct an on-going monitoring of salaries and monitoring of extras and bonus, taking into account gender?			
	38. Does the company have a written and available policy governing benefits, which, in a transparent manner, sets out rules for them being used by employees in respective positions?			
	39. Does the company conduct an ongoing monitoring of using the benefits with respect to gender of the employees?			
	40. Do the employees who have similar qualifications and competences and/or who have similar scope of tasks and duties earn similar remuneration?			
	41. Do the employees who are employed on the basis of flexible forms of employment and/or work flexible hours receive similar/proportional amount of remuneration in comparison to employees working on the basis of a standard contract?			
<b>SOLUTIONS FACILITATING</b>	42. Does the company offer flexible working schedules and/or flexible working hours (e.g. part-time work, remote work and individually tailored working hours) to its employees?			
	43. Are the flexible forms of employment/flexible working hours governed by means of an internal document (e.g. work regulation, organisational regulations, regulations for using flexible forms of employment, amendments to contracts)?			
	44. Does the company support employees who are on maternity/paternity/parental/unpaid parental leaves in developing their plans for coming back to work?			
	45. Does the company support its female and male employees in developing their own plans for balancing work and private life?			
	46. Does the company make it possible for the employees who are on maternity/paternity/parental/unpaid parental leaves to participate actively in the life of the company (e.g. using intranet, participation in trainings, on-line courses)?			
	47. Does the company offer to its employees solutions – other than flexible forms of employment and/or flexible working hours – making it possible to balance work and private life (e.g. covering a part of the costs of childcare, medical care including children, the offer for time-off activities, additional educational leave, co-financing of graduate studies)?			
	48. Does the company inform the employees about the solutions they may use and which make it possible to balance work and private life?			
	49. Does the company encourage male employees to use the solutions that make it possible to balance work and private life?			
	50. Does the company conduct an on-going monitoring of using the solutions that make it possible to balance work and private life, applying the gender criterion?			
	51. Does the company conduct an on-going monitoring of the periods of the maternity maternity/paternity/parental/unpaid parental leaves, applying the gender criterion?			
	52. Does the company conduct an ongoing evaluation of satisfaction in respect to solutions making it possible to balance work and private life?			

	Yes	No	I do not know	
53. Does the company have an internal document containing the procedure of reporting and responding to cases of discrimination and mobbing in the workplace?				<b>SYSTEM FOR REPORTING IRREGULARITIES IN THE COMPANY</b>
54. Did the company receive an internal notification from any of its employees concerning discrimination or mobbing at the workplace in the last year?				
55. Did any of the company's employees report a case concerning discrimination or mobbing at the workplace to the National Labour Inspectorate and/or the Labour Court in the last year?				
56. Did the company receive a financial penalty in connection with discrimination or mobbing at the workplace in the last year?				
57. Does the company – as a result of the examined cases of discrimination or mobbing at the workplace – regularly conduct monitoring of internal procedures in order to continuously improve them and introduce the relevant changes?				
58. Does the company regularly monitor the cases of discrimination or mobbing at the workplace reported by its employees?				
59. Does the company regularly carry out the monitoring of the employment composition, taking into account the gender of its employees?				<b>HUMAN CAPITAL BALANCE</b>
60. Is there a disparity in employment between men and women on managerial mid-level positions, compared to the overall number of employed women and men in the company?				
61. Is there a representation in the number equivalent to at least 30% of women and men on middle-level managerial positions in the company?				
62. Is there a representation in the number equivalent to at least 30% of women in the management board of the company?				
63. Does the company regularly carry out monitoring of people quitting their jobs, taking into account their gender?				
64. Does the company provide its employees with information on their rights to be treated equally at the workplace?				<b>ORGANISATIONAL CULTURE</b>
65. Does the company promote equal opportunities and/or diversity management at the workplace among its employees?				
66. Does the company apply the practice of using the language/graphic messages that are gender-sensitive, i.e. unprejudiced remittances, male and female grammatical forms or gender-neutral forms (e.g. in the names of positions, in the description of services for customers/clients)?				
67. Does the company openly communicate that all the solutions offered to employees are addressed to women and men to the same extent?				
68. Does the company support the initiatives of the employees as regards equal opportunities and/or managing diversity in the workplace?				
69. Does the company, taking actions to integrate employees, take into account the different needs arising from gender?				
70. Does the company have the practice of the so-called <i>exit interview</i> , i.e. talking to people quitting their jobs about the reasons for their leaving?				

### **INTERPRETATION OF THE RESULTS:**

There are three answers one may give when filling in the questionnaire, namely: 'yes', 'no', 'I do not know'. The answer 'I do not know' indicates that there is a scope of company's activity with respect to which it is worth collecting the necessary pieces of information and data in order to verify whether there are any situations of unequal treatment. The remaining two answers give the possibility to clearly assess the practices and procedures within the company, taking into account the equality standards.

**The questionnaire is used in the preliminary evaluation of the workplace, which then constitutes a basis for the development and implementation of the strategy for equality measures.** The filled in questionnaire does not indicate the level of implementation of equality measures in the given company. Therefore, it is difficult to work out a standardised feedback suggesting the number of points that confirms that a given company is a leader among the Polish companies in terms of implementing equality solutions, or that it does not meet the recommended standards of equality measures and/or managing diversity. However, the answers make it possible to identify and, later, to meticulously analyse these areas of an ongoing activities of the company, where the equality-related solutions are already being implemented, as well as the ones that require an array of corrective measures.

**The questionnaire does not only fulfil the evaluative function, but has also an educational value.** Filling in the questionnaire makes it possible to get to know a great number of solutions or activities for the application of equality measures which can be adopted in own company. The questions included in the questionnaire may also serve as a source of inspiration for simple, free solutions promoting equality at the workplace.

Below, there is a summary of correct responses, i.e. responses that are inscribed in the standard practices of equal treatment and/or diversity management at the workplace. The answers 'yes' indicate that such solutions are already being implemented in the company and that these should be developed further. The answers 'no', in turn, identify those areas where there is no equality measures at all, or where such activities are not carried out on a regular basis. While conducting a qualitative assessment of responses, any company should objectively assess the feasibility of all the recommended solutions, focusing, at first, on those that must be implemented unconditionally, or on those corresponding to the feasible possibilities of the company.

In the case of two questions, there is not any indication, which of the answers is correct. These questions are included within the area of reporting irregularities in the company. One of those questions is related to whether the company received any internal notification made by a male/female employee for the reason of unequal treatment at the workplace in the previous year. The positive answer may suggest that at the workplace, there are some forms of discrimination or mobbing. At the same time, a negative answer to that question does not ensure that such situations are not the case in that given company. It may suggest that the system of reporting such events is not working properly or that the employees are afraid of reporting such events or behaviours. The second question refers to the cases of unequal treatment at the workplace reported to the Polish National Labour Inspectorate and/or Labour Court. The fact of the event being reported does not mean that this notification was justified. Despite the fact that the answers to the questions indicated herein do not make it possible to unambiguously assess the company as regards equality measures, they are purposefully included in the questionnaire. These questions direct the attention to the pivotal issues, which cannot disappear from the perspective of any company that is interested in the implementation of equality measures.

**RESPONSES CONFIRMING  
IMPLEMENTATION OF  
EQUALITY MEASURES  
IN A COMPANY:**

<b>Questions</b>	<b>1-11</b>	<b>YES</b>
<b>Questions</b>	<b>12-13</b>	<b>NO</b>
<b>Questions</b>	<b>14-53</b>	<b>YES</b>
<b>Questions</b>	<b>54-55</b>	<i>no answer</i>
<b>Questions</b>	<b>56-70</b>	<b>YES</b>

### 3. Help towards equal opportunities: list of attached tools and materials

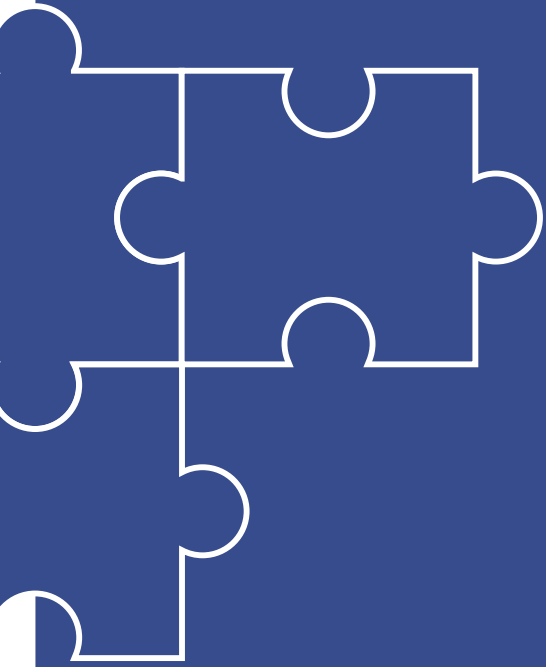
Name of the tool/material	Addressees of the tool	Subject matter of the tool/material	Directions for use of the tool/material
<b>Material No. 1</b> <b>Extract of provisions of the Labour Code</b>	<ul style="list-style-type: none"> <li>- management of the Company;</li> <li>- employees of the HR department;</li> <li>- employees of the CSR department;</li> <li>- managers of the company.</li> </ul>	The material contains the extract of provisions of the Labour Code, which concern equal treatment, i.e. combating discrimination and mobbing at the workplace.	The Material 'Extract of provisions of the Labour Code' can be used as an educational material, reflecting all the obligations of the employer in the implementation of standards of equal treatment at work. The provisions included in this material may be used as a modification of the by-laws of the company (e.g. the work regulation, procedures of equal treatment at the workplace).
<b>Material No. 2</b> <b>Film entitled: 'Równość kobiet i mężczyzn na rynku pracy' [Eng: 'Equality of Women and Men in the Labour Market']</b>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department;</li> <li>- managers of the company;</li> <li>- employees.</li> </ul>	The film presents the phenomenon of unequal treatment of men and women at the stage of recruitment.	The film 'Equality of Women and Men in the Labour Market' produced by the Ministry of Regional Development may be used as an educational material for those involved in the recruitment and selection of candidates. It may also be helpful in conducting some information and promotional actions in the company, promoting equal treatment at the workplace (e.g. during trainings for new employees, internal campaigns, or during the 'Diversity Day' organised in the company).
<b>Material No. 3</b> <b>Film entitled: Równe wynagrodzenia [Eng: 'Equal Remuneration']</b>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department;</li> <li>- managers of the company;</li> <li>- employees.</li> </ul>	The film presents the problem of discrimination on grounds of gender in terms of remuneration.	The film entitled: 'Equal Remuneration', prepared by the European Commission may be used as an educational material for those involved in developing the remuneration policy in the company. It may also be helpful in conducting some information and promotional actions in the company, promoting equal treatment at the workplace (e.g. during trainings for new employees, internal campaigns, or during the 'Diversity Day' organised in the company).
<b>Material No. 4</b> <b>Model of Internal Regulations governing equal treatment at the workplace</b>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department.</li> </ul>	The material contains proposals of internal regulations concerning anti-discrimination and mobbing at the workplace.	'The model of Internal Regulations governing equal treatment at the workplace' was taken from the publication of the Feminoteka Foundation entitled: 'Podręcznik trenerki. Zarządzanie firmą równych szans' [Eng: 'Manual of Coaching. Managing the Company of Equal Opportunities']. Persons responsible in the company for the verification, assessment and modification of internal corporate documents, so that they meet standards of equal treatment at work, may use this material for inspiration. It includes specific ready-made solutions and provisions conducive to the introduction of the policy of equal treatment at the workplace and the policy of diversity management.

Name of the tool/material	Addressees of the tool	Subject matter of the tool/material	Directions for use of the tool/material
<p><b>Material No. 5</b> <b>Material: 'Women in the Labour Market'</b></p>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department.</li> </ul>	<p>This text includes stories about various types of discrimination that women may experience in the labour market.</p>	<p>The material: 'Women in the Labour Market' was inspired by the authentic stories of women, published in the press and on the Internet. It shows the various manifestations of unequal treatment on the grounds of sex at the workplace. It may be used as an information and education material conducive to thorough analysis of the practices of the company as regards the implementation of equality standards.</p>
<p><b>Material No. 6</b> <b>Film entitled: Szklany sufit [Eng: 'The Glass Ceiling']</b></p>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department;</li> <li>- managers of the company;</li> <li>- employees.</li> </ul>	<p>The film presents the problem of discrimination on grounds of sex in the area of employment and access to managerial positions.</p>	<p>The film entitled "The Glass Ceiling" may be used as an educational material for the company's managers and others involved in drafting the development programs for employees. This film may be useful in conducting some information and promotional actions in the company, promoting equal treatment at the workplace (e.g. during trainings for new employees, internal campaigns, or during the 'Diversity Day' organised in the company).</p>
<p><b>Material No. 7</b> <b>Material: 'Did You Know...?'</b></p>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department.</li> </ul>	<p>The material contains basic facts about inequality on grounds of gender in terms of access to managerial and decision-making positions in business and indicates the real benefits of equality measures.</p>	<p>This material may be helpful for employees working in the HR or CSR department, who are preparing to meet with the decision-makers of the company in order to encourage them to implement the measures and solutions of equal treatment at the workplace and/or diversity management. The material contains not only the facts reflecting the inequalities on grounds of sex in the labour market, but also indicates the real financial and non-financial benefits resulting from the implementation of this type of solutions.</p>

Name of the tool/material	Addressees of the tool	Subject matter of the tool/material	Directions for use of the tool/material
<p><b>Material No. 8</b>  <b>Survey: ‘The evaluation of the workplace in terms of actions towards equal opportunities of women and men’</b></p>	<ul style="list-style-type: none"> <li>- management of the company;</li> <li>- employees of the HR department;</li> <li>- employees of the CSR department;</li> <li>- managers of the company.</li> </ul>	<p>The survey is used to self-assess the workplace in terms of implementation of equality standards.</p>	<p>The Survey entitled: ‘The evaluation of the workplace in terms of actions towards equal opportunities of women and men’ allows you to take a closer look at particular areas of operations of the company, identifying the ones in which equality measures have already been taken, as well as the ones where sensitivity to various needs and barriers and difficulties in the workplace resulting of gender still exists. At the same time, the survey makes it possible to identify those areas in which the company does not apply sufficient equality measures or implements them in an incorrect manner. It is recommended to be filled in by a person or a group of people who have knowledge about the policies of the company in the field of HR management, as well as knowledge about the solutions addressed to employees, which are applied by the HR department or by the managers of the company.</p>
<p><b>Material No. 9</b>  <b>Test: ‘How much do we know about sexual harassment at the workplace?’</b></p>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department;</li> <li>- managers of the company;</li> <li>- employees</li> </ul>	<p>The test allows verifying whether the company’s employees have the necessary knowledge about sexual harassment at the workplace.</p>	<p>The Test: ‘How much do we know about sexual harassment at the workplace?’ gives you the opportunity to evaluate whether employees can properly identify the cases of sexual harassment at the workplace and whether they express the willingness to actively respond to this type of events. It is quite a versatile tool. The first version of the test is addressed to employees of the company. The questions included in it refer to those types of behaviour or situations which may directly or indirectly affect the employees. The second version of the test is addressed to managers and other decision-makers in the company. The questions included in the test make it possible to assess whether those on top-managerial positions are not only able to correctly diagnose the cases of sexual harassment at the workplace, but also whether they show the readiness to respond to this kind of behaviour and situations.</p>



Name of the tool/material	Addressees of the tool	Subject matter of the tool/material	Directions for use of the tool/material
<p><b>Material No. 10</b> <b>Sheet: ‘The Plan for implementation of equality measures’</b></p>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department;</li> <li>- managers of the company.</li> </ul>	<p>The material allows for comprehensive planning of activities that will be conducive to the implementation of equal opportunities and/or diversity management at the workplace.</p>	<p>The Sheet: ‘The Plan for implementation of equality measures’ allows you to take a closer look at the resources of the company, which may be used for the change towards equality and for the identification of any possible gaps to the extent thereof. The sheet allows you to develop a roadmap that in a systematic and orderly way implements specific equality solutions, which, in the long run, will constitute a comprehensive policy of equal opportunities and/or diversity management at the workplace. This plan allows you to safely design a planned process of changes, specifying the tasks that are necessary or most desirable, as well as those that are determinant for a comprehensive equality strategy, planned for implementation in the longer term.</p>
<p><b>Material No. 11</b> <b>Presentation for the Management Board entitled: ‘A well-balanced participation of women and men in the makeup of company’s governing bodies’</b></p>	<ul style="list-style-type: none"> <li>- employees of the HR department;</li> <li>- employees of the CSR department;</li> <li>- managers of the company</li> </ul>	<p>The material is an exemplary publication that may be used in the process of preparation for the meetings with the management board in order to encourage the implementation of equality measures.</p>	<p>The presentation for the Management Board entitled: ‘A well-balanced participation of women and men in the makeup of company’s governing bodies’ contains some exemplary data which reflects the actual business benefits, financial and non-financial, resulting from the implementation of actions towards equal opportunities for men and women.</p>
<p><b>Material No. 12</b> <b>Evaluation survey entitled: ‘The evaluation of the training ’</b></p>	<ul style="list-style-type: none"> <li>- employees of the HR department.</li> </ul>	<p>This material constitutes an example of the evaluation survey assessing the quality and effectiveness of the training entitled ‘Equal opportunities for women and men in business. How to do it?’</p>	<p>The evaluation survey entitled: ‘The evaluation of the training’ is a piece of material addressed to internal coaches of the company, interested in conducting a training session entitled: ‘Equal opportunities for women and men in business. How to do it?’. Moreover, it is helpful in evaluating the attractiveness of the training session and it helps to verify whether the presented contents have been useful for people participating in the training.</p>



**In conclusion**

Diversity management is a business strategy which is gradually making its way to the Polish companies. Over the span of the last few years, numerous studies have shown that diversity pays off. This fact is increasingly popular in companies and encourages employers to take the challenges that are connected to diversity management. Promotion of women to top managerial positions is one of such challenges.

**Supporting the promotion of women is needed to challenge the stereotype that women are less likely to be as good as men at management.** Accomplished facts are the best way to break down stereotypes. The more women there are among the company directors, in the boards or supervisory boards, the louder their voice and the greater and more obvious their influence upon the decisions that are being made.

All women who came to the peaks of the power should mind other women, strive for them being on positions of pivotal importance (the so-called: *pipeline*), because it allows the company to have a considerable number of talented and well-prepared women who can be promoted to top positions. **The benefits of diversity are undeniable and it is an important argument in lobbying for women at all the levels of management.**

The talents and qualities of women are just as valuable as the talents of men and one cannot give up on any of them. Women and men complement each other, which is why they are the representatives of both sexes are needed in management. **It is at the highest levels of management where the gender diversity is needed, because that is where skills of psychological and sociological nature are more valuable than knowledge.** Nowadays, the most profitable companies do not compete in terms of price or quality of products and services, since these are all on a similar level. By contrast, they compete using the creativity and innovation of their employees, because people are becoming the most important asset of the company.

**The research conducted by Deloitte on the mechanisms of building position and manners of exerting influence by employees holding senior management positions in Poland<sup>57</sup> shows that women are just as effective as managers as men. Women tend to choose tactics, the effects of which are long-term and lead to permanent changes in people's attitudes and render their work environment more transparent. Women in management boards or positions of CEOs may make companies systematically build their market positions, in accordance with the principle of sustainable development. Therefore, the diversity can strengthen the market, business organisations and people working in such diversified business entities.**



60 *Kobiety i władza w biznesie...*, [Women and Power in Business], p. 21

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*Nowadays, having a perfect strategy is the core operational principle of any organization. The success, however, is determined by people, their competences and quality of executive actions. Therefore, it is extremely important to build diverse teams. This guarantees a diversified approach, a broader perspective and a more efficient operation. The guide is a collection of ready-made solutions on how and why to build diverse teams of both women and men.*

**Andrzej Borczyk**

Director of Human Resources, Microsoft Polska



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*The presented publication presents the facts, legal issues and statistics on the presence of men and women in the management boards in a concise way. The roadmap which leads the reader step by step through the respective stages of the change, will undoubtedly be useful for companies wishing to commence the implementation of equality actions. The questionnaire developed by the authors of the publication is a checklist that allows the reader to assess his/her organization, to check which actions have already been taken and what are the challenges for the company. I strongly recommend it.*

**Marcelina Pytlarczyk**

Expert on Corporate Social Responsibility,  
Corporate Communication and CSR, Orange Polska



”

*By working with companies within the 'Diversity Charter' project on a daily basis, I see clearly that the issue of gender equality at the workplace is one of the priorities of the employers who build inclusive, friendly organizations. That is why I am glad that thanks to this Guide they will gain access to many practical pieces of information related to the actions towards equal opportunities for women and men. This publication shows not only the legal context or the benefits of such activities, but it also provides tools to evaluate these activities, training plans, shows good practices and inspires.*

**Ewa Leśnowolska**

Manager of Diversity Charter, Responsible Business Forum



”

*I strongly recommend the Guide both to the companies that are just beginning to implement the diversity management strategy as well as to those which are already implementing actions in this respect. The Guide summarizes the latest findings, research and trends, as well as provides ready-made solutions that may be easily used in the companies. Element, such as the outline of the training or workplace evaluation surveys as regards the implementation of actions for equal opportunities for men and women constitute essential tools supporting diversity management.*

**Malwina Fidyk**

CSR and Diversity Manager, Bank BPH

