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ENGENDERING INDUSTRIES: INTEGRATING GENDER INTO WORKPLACE POLICIES

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CONTENTS

INTRODUCTION	1
TIPS FOR POLICY IMPLEMENTATION	2
GENDER EQUALITY AND SOCIAL INCLUSION POLICY	3
EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY	5
REVIEW ALL COMPANY POLICIES WITH A GENDER LENS	7
SALARY AND BENEFIT EQUITY POLICY	9
PARENTAL LEAVE (WITH MATERNITY LEAVE) POLICY	10
PARENTAL LEAVE (WITH PATERNITY LEAVE) POLICY	11
FAMILY LEAVE POLICY	12
POLICIES THAT RECONCILE WORK LIFE AND FAMILY LIFE FOR WOMEN AND MEN	13
CHILDCARE BENEFITS POLICY	15
SEXUAL HARASSMENT AND WORKPLACE GENDER-BASED VIOLENCE POLICY	17
WORKPLACE POLICY TO PREVENT AND RESPOND TO DOMESTIC VIOLENCE	20
ANTI-DISCRIMINATION POLICY	22
GRIEVANCE AND COMPLAINTS MECHANISM	23
MENSTRUAL HEALTH MANAGEMENT (MHM) POLICY	25
HEALTH AND SAFETY POLICY	27
ATTRACTION AND TALENT OUTREACH POLICY	28
PERFORMANCE MANAGEMENT POLICY	30
RECRUITING AND HIRING POLICY	32
SUCCESSION PLANNING AND PROMOTION POLICY	35
TALENT AND LEADERSHIP DEVELOPMENT POLICY	38

INTRODUCTION

Human resource policies are fundamental for establishing an organization's workplace culture and fostering each employee's work experience and career progression. Gender, social inclusion, and diversity policies are important organizational building blocks that create an enabling environment for equality, enable organizations to set and track progress toward goals, and support organizations to develop a [business case for gender equality](#). When effective, gender equality policies set the tone of an organization, demonstrate leadership commitment, and enable organizations to achieve gender equality in practice. While creating a gender equality policy is an important step toward gender equality in practice, it should be noted that all HR policies must be created and reviewed with a gender lens to ensure gender is integrated across the organization.

This guide supports companies, organizations, and government agencies to create and implement policies that improve gender equality in the workplace. Human resource professionals, diversity and inclusion officers, and senior leadership can use this guide to create tailored policies that address the specific gender equality needs of their organization. Engaging a gender equality expert while using this guide will support the creation of effective policies that increase gender equality in practice. This document complements the information and resources provided in [Delivering Gender Equality: A Best Practices Framework for Male-Dominated Industries](#). This toolkit provides a more detailed road map for sustained progress in integrating gender equity across an organization.



WHAT IS A "BUSINESS CASE FOR GENDER EQUALITY?"

A business case is a justification for undertaking a project, program, or portfolio of work. The business case evaluates the costs, benefits, and risks of alternative options and provides a rationale for the preferred solution.



GUIDING QUESTIONS FOR THE CREATION OF GENDER EQUALITY, DIVERSITY, AND INCLUSION POLICIES

Does the policy benefit women, men, and employees with diverse socio-cultural identities differently? If so, is this intentional?

Does the policy place undue burden on women, or men?

Could the proposed policies result in any unintended consequences for women, men, or employees with diverse socio-cultural identities? If so, identify and address.

Does the policy ensure the equitable distribution of resources (such as benefits, access to training, salary) regardless of gender or socio-cultural identity?

Who drafted the policy? Were women, men, and individuals with diverse socio-cultural identities involved in its creation? Does the final policy represent the expressed interests of women, men, and individuals with diverse socio-cultural backgrounds?

Are the principles and objectives of the policy clearly stated?

Does the policy include an action plan that defines specific actions, roles, responsibilities, milestones, and targets?

Does the policy include performance indicators that will enable the organization to track progress?

Is the policy aligned with national legislation related to women's rights?

Is the policy aligned with international best practices that foster gender equality?

Does the organization have a plan for communicating the policy and making it accessible to all employees?

TIPS FOR POLICY IMPLEMENTATION

SECURE EARLY BUY-IN AT ALL LEVELS, AND ENSURE DIVERSE VOICES ARE INVOLVED IN DRAFTING THE POLICY

Involve senior leadership early and often in the drafting of the strategy to ensure there is adequate buy-in when it comes time to implement the policy

Obtain input from various staff as appropriate and ensure women are included in the process. This will help build policy ownership

Draft the policy with the input of multiple departments, ensuring that women and decision-makers with diverse social identities are included in its finalization

Adopt the policy at the board level

ENSURE STRONG AND ONGOING DISSEMINATION AND SOCIALIZATION

Communicate about the policy, both internally and externally

Explain why the policy is needed and how it will benefit all staff as well as the organization as a whole

Train all staff on the policy and related topics (i.e., unconscious bias)

Share success stories related to the policy to ensure understanding and support of the policy

Embed trainings/introductions of the policy in the onboarding process for new employees and refresher trainings for all employees

Sensitize communications and HR departments on gender equality issues and their important roles in disseminating new policies

Ensure all staff, especially managers and senior leadership, are aware of their responsibilities for modeling and enforcing policies

Make the policies easily accessible for staff to review

Survey employees to assess understanding of the policies and whether they are being followed or used appropriately

CREATE AN ENABLING ENVIRONMENT FOR ACCOUNTABILITY AND FOLLOW-THROUGH

Create an action plan with clear and measurable time-bound targets to support the implementation of the policy

Identify who or which department is responsible for implementing the policy and monitoring progress

Ensure senior leadership is held accountable, with key performance indicators for managers' successful implementation of the policy

Monitor progress on implementation of the policy with actionable targets and indicators with sex-disaggregated data

Review the policy periodically to assess whether changes are needed

GENDER EQUALITY AND SOCIAL INCLUSION POLICY

A gender equality or gender and social inclusion policy sets the tone for your entire organization and communicates that improving gender equality and social inclusion is a priority for the company. It outlines clear and measurable targets and emphasizes the business case for gender equality and social inclusion in the workplace.

The policy will also help your organization identify progress and gaps on the road to achieving your gender equality and social inclusion targets. It is important to consider best practices when drafting, adopting, and implementing a new policy at an organization. The following list of “dos” and “don’ts” will help ensure the policy effectively integrates gender equality across the organization.



GENDER EQUALITY AND SOCIAL INCLUSION POLICY “DOS” AND “DON’TS”

DO	DON'T
Include gender equality and diversity targets and objectives, and measures to achieve them.	Be vague or unrealistic.
Align your strategy and values for gender equality with international standards, such as the UN Women’s Empowerment Principles .	Expect the experiences of women and men to be homogenous. Depending on the cultural or situational circumstances, consider addressing issues of intersectionality (i.e., how women from different races, classes, ethnicities, etc., might experience things differently).
Outline your company’s commitment to equality for both women and men with different social identities.	Copy another country or organization’s strategy without adapting it to fit your cultural and situational context.
Ensure stakeholders and managers are held accountable by explicitly stating roles and responsibilities in upholding the policy.	Assume that it is enough to say that it is fair or moral to increase gender equality.
Implement training programs to raise awareness of unconscious bias and build commitment to implement the policy organization-wide at all levels.	Expect the policy to translate into practice without changing the assumptions and unconscious bias of all staff, recognizing that there is often resistance to change.
Have a clear vision and business case linking the gender policy to the overall business strategy.	Draft a policy without a clear action plan with specific steps that you will take.
Appoint a person or committee to monitor progress and advocate for gender equality within the organization to ensure accountability for implementation.	Assume gender equality and organizational change will happen organically.
Implement training programs on unconscious bias to build commitment to implementing the policy.	Assume people will learn about, enforce, or buy the policy on their own.

POLICY LANGUAGE RECOMMENDATIONS

- Establish that gender equality is a “*moral and legal responsibility*,” and that it will also support your organization’s performance. Be as specific as possible in articulating how gender equality will improve business performance.
- Commit to providing a “*secure and enabling work environment*” for both women and men with diverse social identities at your organization.
- Recognize that women and men are “*equal players and leaders of change*.”

- Recognize that women and men have *“different needs, vulnerabilities, and capacities that should be addressed and celebrated.”*
- *“A diverse and representative workforce maximizes business performance.”*
- *“An inclusive and equitable culture fully utilizes the talents of both women and men.”*
- *“An empowering workplace strengthens individual and team performance.”*
- Examples:
 - [Gender Equality and Empowerment of Women Policy](#), AngloGold Ashanti
 - [Gender Equality Strategy 2019 - 2021](#), Save the Children

RESOURCE

- [Gender Strategy Toolkit](#), Australian Government

EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY

An EEO policy helps attract talent to your organization by positioning your company as an employer of choice for women and others with diverse social identities. It also signals to senior leadership and managers that the company values an inclusive workplace. Job descriptions that use stereotypically masculine language or fail to use inclusive language (i.e., he/she/they) deter women and people with diverse social identities from applying to positions. However, implementing an EEO policy and establishing best practices such as creating inclusive job advertisements shows women and men with diverse identities that they are welcomed and encouraged to apply to your organization.



EQUAL EMPLOYMENT OPPORTUNITY POLICY “DOS” AND “DON'TS”

DO	DON'T
Include gender equality and diversity targets and objectives, and measures to achieve them.	Be vague or unrealistic.
Include potential characteristics that might be relevant to your company or regional context.	Be vague about the types of biases that are prohibited.
Adapt your EEO statement to relevant laws in your country and ensure you comply with national or regional laws and international standards.	Use “he/him” language; Instead, use inclusive language such as he/she and her/him that includes both women and men.
Adopt an EEO policy statement at the board of directors/ownership level.	Use stereotypically masculine language, such as “aggressive” or “strong” in the job descriptions. A tool like Textio might help you evaluate if your language is gender-biased.
Make it short and clear so that you can publish it on your website and link to job ads.	Draft a policy without using it in external communications or displaying it on your website.
Train employees involved in recruiting on unconscious bias.	
Disclose the board selection process, skills, and diversity goals.	

POLICY LANGUAGE RECOMMENDATIONS

- Ensure that all relevant characteristics are included in the EEO such as race, religion, color, gender, pregnancy, sexual orientation, marital status, national origin, age, genetic information, military status, disability, and any other characteristic protected by applicable law.
- “We are committed to providing an environment of mutual respect.”
- Guarantee a “work environment free from all forms of unlawful discrimination.”
- Emphasize that the policy is “anchored in the organization’s values.”
- Use direct language such as “women are encouraged to apply.”
- Examples:
 - [Sample EEO Policy, City of Dayton Human Relations Council](#)
 - [EEO Statement, GIZ \(German development agency\)](#)

RESOURCE

- [Textio: An application that analyzes language and identifies ways to make words more inclusive](#)

REVIEW ALL COMPANY POLICIES WITH A GENDER LENS

Successful HR policies that fully support gender equality and diversity goals help promote gender equality and inclusion throughout all stages of the employee life cycle. By ensuring each policy prioritizes gender equality and diversity with clear measures and targets, levels of accountability, and action plans to implement the policy and monitor progress, you can ensure women and others with diverse social identities thrive in your organization. Fully adopting gender-equitable and diversity policies throughout the employee life cycle will also help you align with your company's business case. Key policies that you should consider reviewing with a gender lens include those that are related to:

ATTRACTION AND TALENT OUTREACH

Identify strategic and long-term approaches to broaden the talent pool by attracting and acquiring talent for future recruiting. This can include strategies for showcasing female role models with diverse social identities, conducting outreach to schools, and implementing successful internship and mentorship programs, among other best practices.

RECRUITING AND HIRING

Identify systematic processes that lead to the hiring of new employees from a diverse pool of candidates. This can include posting gender-inclusive job advertisements, instituting equitable and inclusive hiring processes (i.e., behavior-based interviewing, structured interviews, gender-balanced short lists, etc.), or conducting diversity audits, among other best practices.

ONBOARDING AND TRAINING

Identify measures that support new hires to perform in a short period of time, integrate corporate values and standards, and adjust to social and performance aspects of their new jobs. This can include designing an inclusive onboarding process, implementing a "buddy system" for new employees as part of onboarding, or training employees on anti-discrimination and unconscious bias, among other best practices.

PERFORMANCE MANAGEMENT, COMPENSATION, AND BENEFITS

Ensure that performance management is an ongoing process of communication between a supervisor and an employee to accomplish the strategic objectives of the organization. Compensation and benefits include tangible and intangible rewards for employees that adhere to legal requirements and enhance employability, attraction, retention, and motivation of talent. This can include implementing a fair and unbiased employee performance management process, conducting a salary gap analysis, or establishing childcare facilities, among other best practices.

TALENT AND LEADERSHIP DEVELOPMENT

Develop a structured process of identifying, developing, and promoting future talent and leaders with goals to enhance their knowledge, skills, and abilities to take on leadership roles in the future. This can include identifying gender and diversity imbalances in the talent pool, developing leadership development plans for women or others with diverse social identities, or providing mentoring, among other best practices.

RETENTION AND EMPLOYEE ENGAGEMENT

Align the efforts and ability of an organization to maintain a working environment that motivates and engages current staff, resulting in identification with the organization and retention of talent. This can include conducting an employee satisfaction survey, organizing informal talks with the CEO and women with diverse social identities, or engaging with women’s networks, among other best practices.

SUCCESSION PLANNING AND PROMOTION

Identify a systematic and long-term process of identification and development of potential successors for key positions to ensure that an employee’s knowledge, skills, and abilities are developed to fill key roles. This can include using skill mapping to support unbiased succession planning and promotion or establishing promotion committees to counteract bias, among other best practices.

SEPARATION AND RETIREMENT

Develop a process of managing the voluntary or involuntary leave of employees. This can include addressing gender inequality in retrenchment or ensuring that both men and women are participating in retirement plans, among other best practices.



COMPREHENSIVE POLICY REVIEW WITH A GENDER LENS “DOS” AND “DON’TS”

DO	DON'T
Sensitize communications and HR departments on gender and diversity issues and inclusive language before starting.	Indirectly enforce harmful gender norms or stereotypes.
Use the Best Practices Framework to analyze current HR policies for gender and diversity inclusion and identify areas that need change.	Assume that policies already instituted don't need to be revised.
Use gender-inclusive language in all policies.	Use gender-blind language in the policies.
Survey employees to find out what their needs are and where there are gaps to ensure the policies are based on evidence and data analysis.	Assume you know what your employees need.
Consider potential gender concerns and the varying needs of both women and men in each HR policy to ensure all policies are gender equitable.	Ignore men's inputs.
Be clear and specific in all policies.	
Ensure that all policies meet or exceed national legislation and international best practice.	
Ensure policies reflect your organization's mission and values.	
Ensure there are gender-equitable and inclusive policies to support each phase of the employee life cycle.	

POLICY LANGUAGE RECOMMENDATIONS

- Ensure that the “needs and interests of both women and men are considered in the structure, operations, and policies” of your organization.
- HR policies should provide “consistent work rules and standards” and ensure “fair and equitable treatment of all employees.”

SALARY AND BENEFIT EQUITY POLICY

Globally, women make 77 cents for every dollar that men make. It is widely accepted that there is a significant gender pay gap in nearly every country in the world, but few companies are successful in achieving true salary equity. A salary equity and benefits policy can ensure that women and men with diverse social identities are paid equally for equal work. It should address the following areas:

- Salary discrimination within a job category. For example, Engineer I: A male and a female both with master’s degrees in engineering and five years’ experience are being paid differently.
- Salary discrimination between job categories. For example, having two job titles such as “Office Manager” and “Field Office Manager” with the same responsibilities, but “Office Manager” is paid less and held mostly by women.

✓ SALARY AND BENEFIT EQUITY POLICY “DOS” AND “DON’TS”

DO	DON'T
Survey employees to gauge their perception of salary equity at the organization before the drafting of a new policy.	Ask for or use prior salary to determine current salary.
Perform a regular pay equity analysis or audit to inform the policy.	Prohibit employees from talking about their salaries with one another.
Create a fair pay and promotion process.	
Promote transparency by publishing actual salaries or salary ranges for different positions, either internally or externally.	

POLICY LANGUAGE RECOMMENDATIONS

- Remuneration should be based on “*objective criteria that are common to all jobs.*”
- Factors to consider when deciding on salary should include “*qualifications, responsibilities, efforts, and working conditions.*”
- Consider total remuneration, which can include “*basic pay, variable compensation, and any associated benefits or perquisites.*”

RESOURCES

- [A Comparative Analysis of Promoting Pay Equity: Models and Impacts](#), ILO
- [Guide to Gender Pay Equity](#), Workplace Gender Equality Agency, Australian Government
- [How to Analyze Your Gender Pay Gap: An Employer's Guide](#), Glassdoor
- [Gender Stat Wages & Benefits](#), International Center for Research on Women (ICRW)

PARENTAL LEAVE (WITH MATERNITY LEAVE) POLICY

Ensuring that women receive appropriate maternity leave related to the birth or adoption of a child not only contributes to a healthy and productive workforce but also benefits society as a whole by ensuring that children are cared for at a crucial development stage. It also ensures that an organization retains top female talent by keeping women in the workforce. This can help reduce workforce turnover and absenteeism and ultimately contribute to a company's business goals. Providing sufficient time for maternity leave helps women recover physically and mentally from pregnancy, while also adjusting to a new normal, before returning to their jobs.



PARENTAL LEAVE (WITH MATERNITY LEAVE) POLICY “DOS” AND “DON'TS”

DO	DON'T
Meet or exceed in-country legal requirements for maternity leave.	Fire employees who are pregnant or force them to complete tasks that are harmful to a pregnancy.
Be clear about which employees are eligible for paid leave. For example, do they need to be employed for a certain length of time before using this benefit? Does this apply to employees who adopt in addition to giving birth?	Penalize employees for using the benefit (i.e., through loss of promotions, salary, etc.).
Consult women at your organization to understand their needs.	Reduce pay for employees while using the benefit.
Provide additional leave in the event of a pregnancy-related illness or complication.	Discriminate against women returning after leave by moving them to other departments or giving them less important job duties.
Provide similar benefits to women who are adopting a child or have experienced a miscarriage or stillbirth.	Give different benefits to women who adopt or suffer a miscarriage or stillbirth.
Consider workplace health and safety risks to a woman's health during pregnancy before their maternity leave.	
Include processes for the handover of job duties during leave and return to work after leave, ensuring women and men who are on leave can return to the same position.	
Train supervisors and managers about their role in creating a supportive climate in which employees feel comfortable using leave.	
Foster formal flexible work arrangements as an agile and responsive way to enable workers to meet diverse personal and professional goals while maximizing individual contributions to team targets.	

POLICY LANGUAGE RECOMMENDATIONS

- *“A maternity policy protects the woman, her baby, and her job.”*
- *“Society as a whole benefits from a healthier population.”*

RESOURCE

- [Maternity and Paternity at Work: Law and Practice Across the World, ILO](#)

PARENTAL LEAVE (WITH PATERNITY LEAVE) POLICY

Equal well-paid parental leave policies reduce discrimination in hiring and promotions for women by removing conscious or unconscious bias against them when their expected or perceived leave may differ from that of their male counterparts. Paternity leave is also effective in encouraging men’s caregiving and promoting greater equality in the household, workplace, and society as a whole, helping to reduce and redistribute caregiver responsibilities and work. Paternity leave also benefits fathers who are better able to care for their children in the future. Studies show that fathers who take leave are more engaged in the lives of their children, which brings numerous benefits to the family. It also benefits women who are recovering, both physically and mentally, from giving birth.



PARENTAL LEAVE (WITH PATERNITY LEAVE) POLICY “DOS” AND “DON'TS”

DO	DON'T
Meet or exceed in-country legal requirements for paternity leave; Paternity leave should be equal to the length of maternity leave.	Penalize employees for using the benefit (i.e., through loss of promotions, salary, etc.)
Implement additional leave or OPTO options to close the gap identified by the company’s benefits analysis.	Discriminate against fathers returning after leave by moving them to other departments or giving them less important job duties.
Be clear about which employees are eligible for paid leave (e.g., Do they need to be employed for a certain length of time before using the benefit? Does this apply to employees who adopt in addition to those whose partners give birth?)	Reduce pay for employees while using the benefit.
Train supervisors and managers about their role in supporting employees to feel comfortable using leave.	Discourage or disincentivize expecting fathers from taking paternity leave.
Support expectant fathers in pre- and post-natal care.	
Encourage company leadership to take appropriate leave to encourage employees to do the same.	
Foster formal flexible work arrangements as an agile and responsive way to enable workers to meet diverse personal and professional goals while maximizing individual contributions to team targets.	
Create and implement processes to maintain full staffing while employees are on leave.	

POLICY LANGUAGE RECOMMENDATIONS

- *“Providing paternity leave to fathers promotes greater equality both in the home and workplace and contributes to greater equality in society as a whole.”*
- *“Providing fathers with leave helps promote women’s equal pay and advancement in the workplace and improves everyone’s well-being and productivity.”*
- Emphasize that paternity leave helps *“redistribute care work in the home”* and can help transform *“gendered dynamics of caregiving.”*

RESOURCES

- [The MenCare Parental Leave Platform](#), MenCare
- [State of the World’s Fathers](#), Promundo

FAMILY LEAVE POLICY

Providing adequate leave and a variety of options for leave helps employees balance a personal and professional life, as well as rest and re-energize before coming back to work. This ultimately reduces employee turnover and absenteeism. Since women are likely to have more caregiving responsibilities than men, women especially require a variety of leave options to help them support their families, although all family leave benefits should be extended equally to both women and men. It is also important to ensure that women and men feel free to take leave for their well-being as well as for taking care of sick family members or attending to other needs at home.



FAMILY LEAVE POLICY “DOS” AND “DON'TS”

DO	DON'T
Meet or exceed in-country legal requirements for leave.	Penalize employees for using the benefit (i.e., through loss of promotions, salary, etc.)
Provide a variety of leave options to cover different life circumstances (i.e., personal leave, sick leave, leave to care for sick family members, bereavement leave, etc.)	Discourage employees from taking their allowed leave.
Implement additional leave to close the gap identified by the company's benefits analysis.	Give male and female employees different amounts of leave.
Be explicit about the number of days/weeks that the employee receives if the leave is fully or partially paid, and if pay decreases with the amount of time used.	Be inflexible with employees and not allow them to take leave with short notice in the event of emergencies.
Conduct a market analysis of other organizations in the country to determine the appropriate amount of leave.	Provide only personal leave; Ensure employees have a holiday and sick time as well.
Include directions for how to request leave and how early to give notice.	
Establish a process to ensure that the organization is fully staffed even when employees are on leave.	
Ensure business units are supported through such programs as job sharing, hiring temporary workers, and cross-training to maintain full staffing while employees take leave.	

POLICY LANGUAGE RECOMMENDATIONS

- Emphasize that it is important that *“both women and men use available to leave.”*
- Encourage employees to take leave for *“necessary rest and mental well-being.”*

RESOURCES

- [Leave and Family Responsibilities](#), ILO
- [Building a Workplace Flexibility Strategy](#), Workplace Gender Equality Agency, Australian Government

POLICIES THAT RECONCILE WORK LIFE AND FAMILY LIFE FOR WOMEN AND MEN

Reconciling work life and family life ensures that women and men can successfully continue their careers after having children, ultimately contributing to career development and progression. For women who have given birth, these policies also protect their physical and mental health and well-being as they adjust back to work. By providing flexible work options, women can ease back into the workplace and ensure they can retain their roles in the long term. Some options to help provide return-to-work policies that are aligned with global best practices are:

- Flexible work schedule
- Work from home and home office, including telework options
- Shorter workday for returning parents
- Longer lunch break for baby feeding/breast pumping
- Return to work programs offering catch-up training on topics to enable competitiveness for job promotions
- Provision of facilities such as lactation rooms, on-site childcare, and family lunch options
- Support for external childcare
- Employee Assistance Program provides support for new parents and better reconciliation of work-life and family life
- Job-sharing for female talent and leaders
- Online training in addition to in-class training that might be difficult to attend
- Company benefits extended to family members
- Cooperation with high-quality schools and financial support for tuition fees.



WORK- AND FAMILY-LIFE RECONCILIATORY POLICY “DOS” AND “DON’TS”

DO	DON'T
Define each policy and specify exactly which policies employees are eligible to use and for how long.	Treat employees using return-to-work policies any differently than employees who do not use these benefits.
Consider a phased approach to letting employees return to work (i.e., working remotely or part-time for a designated period).	Expect returning mothers to be able to complete the same amount of physical work for a designated period.
Be clear about which employees are eligible for the policy (e.g., Do these benefits apply to cases of adoption? Do part-time employees receive this benefit?)	Require women to work overnight shifts or overtime hours if they do not want to for a specific period.
Define when and how employees may use the benefit (e.g., Are employees allowed to use the benefit incrementally over an extended period? Or do they have to use it all at once? Are nursing mothers granted specific time during the day to take breaks for lactation needs?)	Enforce inflexible rules regarding breaks (e.g., disallowing a nursing mother from taking necessary breaks for lactating needs).
Be consistent with employees and ensure all eligible employees are free to take advantage of the policies.	
Ensure there is a safe and hygienic area provided at the workplace for women to use as a lactation room.	

Inform employees of their rights and responsibilities concerning flexibility when returning to work.

Provide paid time to receive medical care and visit the doctor for check-ups.

Foster formal flexible work arrangements as an agile and responsive way to enable workers to meet diverse personal and professional goals while maximizing individual contributions to team targets.

Create and implement processes to maintain full staffing while reintegrating the returning employee.

POLICY LANGUAGE RECOMMENDATIONS

- *“Flexible work arrangements help promote work-life balance and improve workforce efficiency.”*
- *“Paid breaks or reductions in work hours may help accommodate a woman’s need to breastfeed her child.”*

RESOURCES

- [3 Ways to Advance Gender Equity as We Return to the Office](#), Harvard Business Review
- [8 Ways to Retain Female Talent After Maternity Leave](#), Forbes

CHILDCARE BENEFITS POLICY

Providing childcare through an on-site daycare facility (e.g., *crèche* or nursery) or by providing monetary assistance for the express purpose of enabling parents to choose from high-quality and safe childcare arrangements helps keep women in the workforce and contributes to their career development and progression. Research shows that providing childcare support to employees also leads to better business outcomes as employers retain talent and enhance the productivity of their staff. Childcare benefits recruitment, retention, and productivity, while improving the company's image and the diversity of its workforce.



CHILDCARE BENEFITS POLICY “DOS” AND “DON'TS”

DO	DON'T
Educate senior leadership on the business case for employer-sponsored childcare to view it as an investment in workforce productivity.	Expect all employees to benefit from the same approach to childcare.
Survey employees, with sex-disaggregated data, on their needs for childcare and the difficulties they face.	Forget about field offices or employees who work outside of the headquarters.
Consider providing a childcare facility or subsidizing childcare for employees; ensure male staff can equally participate.	Limit childcare benefits only to female staff.
Reach out to other companies and sectors in your country to learn from their experiences providing childcare benefits and/or facilities.	Go it alone, adopting an approach or benefits without consulting experts or others in the industry who have already done the same.
Ensure that the ratio of children to caretakers in employer-sponsored facilities is conducive to good child development, increasing capacity during months when children are out of school.	Think of childcare as a cost without benefits to your company.
Ensure that the childcare facility is clean and safe, and meets all relevant laws and regulations.	
Hire trained and qualified childcare workers to provide childcare in an employer-sponsored facility.	
Provide continuous training to childcare staff in an employer-sponsored facility.	
Specify the ages that which children will receive care.	
After establishing childcare benefits, survey employees regularly to ensure that the services and benefits still fit their needs.	
Monitor changes in employee turnover, productivity, satisfaction, and more to showcase the many benefits of adopting a childcare policy.	
Share success stories internally to encourage other employees to use the benefit.	

POLICY LANGUAGE RECOMMENDATIONS

- *“Childcare improves employee retention, satisfaction, and productivity.”*
- *“Childcare reduces employee absenteeism and turnover.”*
- *“Providing childcare benefits employees, families, businesses, and societies as a whole.”*
- Guarantee *“high-quality, affordable, and accessible early education programs”* to your employees.
- According to a survey by the Early Care & Learning Council in the United States, when childcare is provided, *“employee absences decrease by up to 30 percent and job turnover declines by as much as 60 percent.”*

RESOURCES

- [Tackling Childcare: A Guide for Employer-Supported Childcare](#), IFC
- [Tackling Childcare: The Business Case for Employer-Supported Childcare](#), IFC
- [Leading the Way: A Guide for Business Engagement in Early Education](#), U.S. Chamber of Commerce

SEXUAL HARASSMENT AND WORKPLACE GENDER-BASED VIOLENCE POLICY

Employers can ensure that their employees are safe and protected, both in the workplace and at home, by instituting a sexual harassment and workplace gender-based violence (GBV) policy. Whether the abuse is committed by a colleague at work or by a partner at home, harassment and violence can significantly reduce an employee’s mental and physical health and well-being and reduce their productivity and success in the workplace. Since women are most likely to experience abuse, creating a policy such as this can help advance the career development and retention of women at your organization. It is critical to take a survivor-centered approach to create and implementing a sexual harassment and GBV policy by prioritizing the emotional and mental health of a survivor, which includes offering third-party counseling services separate from formal reporting processes and allowing them to choose whether and how to formally report the incident. Survivors should feel comfortable and protected to have their emotional and mental health needs met as a priority, and support provided if they choose to report their abuse. There should also be clear reporting and independent investigative processes to help the employer act and deliver appropriate sanctions and disciplinary action against perpetrators.



SEXUAL HARASSMENT AND WORKPLACE GENDER-BASED VIOLENCE POLICY “DOS” AND “DON’TS”

DO	DON'T
<p>Prioritize the needs of the survivor by providing counseling services to support the emotional and mental health of the survivor as a first-line response to incidents before any formal reporting process.</p>	<p>Force employees to report an incident as this will only retraumatize them and is not a survivor-centered approach. Let the survivor choose when and how to report.</p>
<p>Consider adopting a third-party, independent investigation service outside of the organization that has appropriate training to properly investigate formal reports. This avoids biases and internal company influence that reinforces a harmful culture of silence surrounding sexual harassment and GBV.</p>	<p>Provide only one way for employees to report abuse.</p>
<p>Clearly define prohibited behaviors, rights of the survivors and witnesses, and the survivor-centered process for reporting and investigating, with multiple reporting channels.</p>	<p>Place responsibility for stopping sexual harassment on the survivor (e.g., implementing a related dress code policy, telling women they should dress conservatively to avoid men’s attention, etc.)</p>
<p>Assign responsibility to employees, managers, supervisors, and HR in upholding and enforcing the policy.</p>	<p>Blame survivors for how they dress, carry themselves, etc.</p>
<p>Obtain leadership support for sexual harassment prevention and ensure that senior leadership is aligned on the definition of sexual harassment.</p>	<p>Allow anyone to make excuses for perpetrators (e.g., their mental state, intoxication, etc.)</p>
<p>Strengthen pre-employment checks to ensure that new hires do not have any history of perpetuating sexual harassment or GBV.</p>	<p>Assume that sexual harassment and gender-based violence are only perpetrated by men to women (e.g., it can also be perpetrated by women to men, men to men, and women to women).</p>
<p>If legal in your country context, when providing employees with letters of recommendations, be sure to include if that employee was found guilty of sexual harassment or GBV offense.</p>	<p>Assume that only women can be survivors of sexual harassment.</p>
	<p>Assume you know the extent to which the survivor wants to be included in investigations, or force a survivor to be included in an investigation.</p>
	<p>Retraumatize a survivor by forcing her/him to report a traumatizing incident or by failing to provide various reporting options and appropriate psychological support.</p>

Survey employees anonymously to assess the extent to which sexual harassment and GBV are part of the workplace culture and what would make them feel safer at work.

Use emotion-laden language as culturally appropriate to emphasize the seriousness of sexual harassment (i.e., use terms such as “predatory” rather than “perpetrator” or “survivor” rather than “complainant”).

Place responsibility for reporting harassment on witnesses and the survivor, while maintaining a survivor-centered approach that puts a survivor in control of reporting and requesting psychological support if desired.

Establish a committee to monitor and receive complaints related to sexual harassment, ensuring that all members of the committee are trained on employing a survivor-centered approach to handling reports of harassment or violence.

Emphasize the role that everyone plays in stopping sexual harassment; it’s everyone’s responsibility to prevent and report harassment, even if it doesn’t happen to them while allowing survivors to be involved as much or as little as they want.

Define sexual harassment according to the survivor’s point of view (i.e., if the survivor is uncomfortable, it’s sexual harassment).

Be transparent with how complaints are handled and resolved, but ensure survivors still maintain confidentiality.

Put in place clear disciplinary actions that are appropriate for varying levels of offense. These can range from counseling and training to dismissal and/or reporting to the police.

Allow the perpetrator to define sexual harassment. For example, if a perpetrator finds a sexual joke humorous and acceptable, but the recipient is offended and uncomfortable, the behavior should be considered sexual harassment.

Hide incidences of harassment and how the company handled them.

POLICY LANGUAGE RECOMMENDATIONS

- State your organization’s commitment to *“providing a safe environment for all employees that is free from discrimination and harassment, including sexual harassment.”*
- Emphasize that *“the needs of the survivor, including their emotional and mental health, will be prioritized at our organization.”*
- Reassure that your organization wants to *“eradicate the culture of silence around sexual harassment and GBV and provide a safe way for survivors to speak up if they choose.”*
- Guarantee a *“zero-tolerance policy for any form of sexual harassment.”*
- Assure employees that *“all complaints of sexual harassment will be treated seriously and complainants will be treated with respect and in confidence.”*
- *“Sexual harassment is any unwelcome conduct of a sexual nature that makes another person feel uncomfortable or creates a hostile or intimidating work environment.”*

- *“Sexual harassment may be physical, verbal, or non-verbal.”*
- Establish that sexual harassment is a *“predatory sexual behavior in which a person targets other employees.”*
- *“A culture of sexual harassment will not be tolerated.”*
- Gender-based violence can be *“physical, sexual, or psychological.”*
- Identify sexual harassment victims as *“survivors.”*
- Emphasize the need to *“prioritize the needs of the survivor,”* including emotional and psychological needs.
- Acknowledge that *“harassment based on identity (i.e., gender, race, age, etc.) is about the exploitation of power, whether intentional or not.”*
- Acknowledge that harassment is perpetuated by *“hierarchies of power”* and that *“implicit bias, power, and privilege can cause harm to others, even when unintended.”*

RESOURCES

- [Sexual Harassment, Exploitation, and Abuse: A Toolkit for Building a Prevention and Response Program](#), Chemonics
- [Sample Sexual Harassment Policy](#), ILO
- [Template Policy on Gender-Based Violence and the Workplace](#), UN
- [What Does a Survivor-Centered Approach to Workplace Harassment Look Like?](#)
- [Restorative Justice Responses to Sexual Assault](#), National Online Resource Center on Violence Against Women
- [Trauma-Informed Sexual Assault Investigation Training](#), International Association of Chiefs of Police (IACP)
- [Policy on Protection from Sexual Abuse and Exploitation \(PSEA\)](#), USAID
- [Our Fight Against Sexual Exploitation Abuse and Harassment](#), UNHCR
- [Sexual Harassment at Work: National and International Responses](#), ILO

WORKPLACE POLICY TO PREVENT AND RESPOND TO DOMESTIC VIOLENCE

Worldwide, 30 percent of women have experienced intimate partner violence. Some companies might consider domestic violence a private matter rather than a topic they should address in the workplace. However, domestic violence can affect a survivor or perpetrator’s ability to thrive at work. For survivors, domestic violence often leads to post-traumatic stress, anxiety, and sleep disorders, and also negatively affects their ability to focus at work. Perpetrators of domestic violence also may bring unsafe or violent behavior into the workplace and may suffer from stress, anxiety, and sleep disorders that affect their productivity. It is estimated that violence against women costs the global economy \$1.5 trillion annually, given direct costs and labor productivity losses. Companies can and should address domestic violence through workplace policies.

Employers can help create a safe and supportive environment to ensure that employees who are experiencing domestic violence are comfortable disclosing abuse and that perpetrators have support to learn anger management skills important for relationships at both home and work. This involves raising awareness of domestic violence, training staff on how to handle disclosures of abuse, and implementing protective measures to help survivors. All workplace approaches to addressing domestic violence must be survivor-centered, prioritizing the emotional and mental needs of the survivor and ensuring that steps are taken on the survivor’s terms.

 DOMESTIC VIOLENCE PREVENTION AND RESPONSE POLICY “DOS” AND “DON’TS”	
DO	DON’T
<p>Prioritize the needs of the survivor by providing counseling services to support the emotional and mental health of the survivor.</p> <p>Clearly define prohibited behaviors, rights of the survivors and witnesses, and the survivor-centered process for reporting and investigating, with multiple reporting channels.</p> <p>Develop an understanding of domestic violence and how it affects employees and the organization.</p> <p>Talk about domestic violence with employees and how the workplace can support survivors to eliminate the culture of silence around this taboo topic.</p> <p>Ask appropriate questions and offer help but let the survivor make decisions.</p> <p>Upskill your HR staff with virtual training on taking a survivor-centered approach to handle disclosure of violence, including sexual harassment, GBV, and domestic violence.</p> <p>Learn how to recognize signs of domestic violence, which can include physical marks, uncharacteristic work habits, sudden changes in work performance, emotional distress, or other changes in behavior.</p> <p>Encourage supervisors to watch for warning signs of domestic violence and train them how to appropriately let employees know they are there and able to help if needed.</p>	<p>Make assumptions about employees who show signs of domestic violence or force them to report against their will.</p> <p>Blame survivors for how they dress, carry themselves, etc.</p> <p>Assume that only women can be survivors of domestic violence.</p> <p>Assume you know the extent to which the survivor wants to be included in investigations or file a formal report.</p> <p>Discriminate or retaliate against survivors of domestic violence.</p> <p>Rely on rumors or gossip regarding potential survivors of domestic violence.</p> <p>Assume that domestic violence does not affect workplace productivity because it is a male-dominated workforce (e.g., perpetrators who are violent at home may also bring negative/unsafe behaviors to the workplace, and may also have reduced productivity due to emotional imbalance).</p> <p>Deny unexpected or short notice leave or flexible work options to survivors who need it.</p>

Institute a discreet way for employees to report abuse (e.g., Agua y Saneamientos Argentinos, a water utility in Argentina, asks employees to text a discrete cue word to their supervisors to report abuse, which triggers a network that connects staff to a national response line or requests police assistance).

Share resources with your team, such as a hotline number, contact information for local shelters or support organizations, digital tools, or other community resources.

Provide mental health services or referrals to those who have experienced domestic violence.

Consider training male and female employees about domestic violence (recognizing what it is, its impacts, and how to prevent it, and providing tools for anger management and emotional skills for work and home).

Designate financial and human resources to support survivors and provide the protection that they need.

Alert security personnel of any threats to an employee's safety.

Perpetuate a culture of silence around domestic violence, dismissing it as a private/personal issue and denying the impact on survivor and perpetrator work performance.

POLICY LANGUAGE RECOMMENDATIONS

- Define domestic violence as *“coercive behavior to gain power and control.”*
- Provide examples of domestic violence that include *“physical violence and/or abuse; sexual violence and/or abuse; emotional and/or psychological abuse; verbal abuse; stalking; or economic abuse.”*
- Acknowledge that *“domestic violence is a workplace issue even if the incident occurs outside of work.”*
- Guarantee *“immediate assistance and support”* to survivors.
- Domestic violence can be *“physical, sexual, or psychological.”*
- Identify domestic violence victims as *“survivors.”*
- Emphasize the need to *“prioritize the needs of the survivor, especially their emotional and mental health.”*

RESOURCES

- [Virtual Training Exercise: A Survivor Responds to an Employee's Experience of Domestic Violence](#), Workplaces Respond to Domestic Violence and Sexual Violence
- [Gender Equality & Social Inclusion in the Time of COVID-19](#), Equilo
- [Handbook: Addressing Violence and Harassment Against Women in the World of Work](#), UN Women and ILO

ANTI-DISCRIMINATION POLICY

All employees are entitled to work in an environment free of discrimination and abuse. An anti-discrimination policy should prohibit discrimination based on gender, race, color, sex, sexual orientation, disability, religion, political opinion, national extraction or social origin, marital status, or pregnancy. It should also include any characteristics that are especially relevant to your organization or cultural context. When employees experience discrimination, it creates a hostile and uncomfortable work environment and contributes to increased staff turnover and employee absenteeism. Discrimination also affects a company's bottom line by limiting the diversity of talent, competition, and innovation. Implementing an anti-discrimination policy ensures that all employees are treated fairly, regardless of their diverse identities.



ANTI-DISCRIMINATION POLICY “DOS” AND “DON'TS”

DO	DON'T
<p>Include well-defined procedures that prohibit discrimination, exclusion, or preference based upon race, color, sex, sexual orientation, disability, religion, political opinion, national or social extraction, origin, and any other characteristic that is relevant to your company or cultural context.</p> <p>Educate and correct any individual that unintentionally discriminates against another employee.</p> <p>Survey employees to assess the extent to which harassment takes place.</p> <p>Include any potential biases that might be relevant to your cultural or situational context.</p> <p>Define workplace diversity and why it is important to the organization.</p> <p>Encourage employees to participate in an Employee Resource Group to get to know other employees of diverse backgrounds or identities.</p> <p>Train employees on unconscious bias and build commitment to implementing the policy.</p>	<p>Assume that harassment is not an issue when the harasser does not intend to insult another person.</p> <p>Accept unintentional discrimination.</p> <p>Assume that there is no need for diversity in your organization.</p>

POLICY LANGUAGE RECOMMENDATIONS

- *“Discrimination based on race, color, religion, gender, gender identity or expression, sexual orientation, national origin, genetics, marital status, pregnancy, disability, or age will not be tolerated.”*
- *“Workforce diversity is celebrated and encouraged at this organization.”*
- *“Diversity is essential to our corporate success.”*
- Ensure that the organization is a place where employees can feel *“safe, respected, and valued.”*

RESOURCES

- [Driving Diversity and Inclusion in Firms, AICPA](#)

- [How to Build an Inclusive Workplace](#), JUMP
- [Diversity Wins: How Inclusion Matters](#), McKinsey
- [Employers' Toolkit: Resources for Building an Inclusive Workplace](#), Queensland Human Rights Commission

GRIEVANCE AND COMPLAINTS MECHANISM

Adopting a grievance and complaints mechanism ensures that issues of discrimination, harassment, and abuse are handled properly. It is vital to adopt a survivor-centered approach to your grievance and complaints mechanism to ensure that survivors of abuse, violence, or discrimination have a confidential and trusted process to report their grievances, which will also help more survivors come forward. It is also critical that this survivor-centered grievance mechanism prioritizes the needs and wishes of the survivor who should decide whether or not and how to report an incident.

Since women are statistically more likely to experience sexual harassment, gender-based violence, or discrimination, instituting a grievance and complaints mechanism will help retain diverse female talent at your organization and ensure that they have a process to resolve any complaints. The process should be fair, transparent, and respectful for all involved.



GRIEVANCE AND COMPLAINTS MECHANISM “DOS” AND “DON'TS”

DO	DON'T
<p>Separate counseling services from the grievance mechanism process and prioritize the emotional and mental needs of the survivor through counseling services before any formal reporting process begins.</p> <p>Consider adopting a third-party, independent investigation service outside of the organization that has appropriate training to properly investigate formal reports. This avoids biases and internal company influence that often reinforce the harmful culture of silence surrounding sexual harassment and GBV.</p> <p>Clearly define prohibited behaviors and the responsibilities of employees, managers, supervisors, and HR.</p> <p>Institute a fair and transparent investigation and resolution process that creates an open environment to address complaints without fear of associated stigma or retribution, ensuring the investigation process is clearly described in the policy.</p> <p>Allow confidentiality in reporting processes through multiple channels of reporting that are widely communicated and easily accessible.</p> <p>Create a grievance management committee to receive and review grievances on time, ensuring there are both women and men on the committee with diverse social identities, and ensuring the committee is trusted to handle complaints.</p>	<p>Require employees to formally report their complaints. This is not a survivor-centered approach.</p> <p>Expect complainants to report to their supervisor in case they are uncomfortable or if the grievance is about their supervisor.</p> <p>Provide only one way for complainants to report their grievances.</p> <p>Delay the response time to follow up with complaints.</p> <p>Interview survivors and alleged perpetrators together.</p> <p>Allow retaliation against those who report discrimination.</p> <p>Assume that an absence of complaints indicates there are no problems (e.g., absence of complaints is more likely to indicate continued distrust in the grievance management process).</p>

Clearly define the roles and responsibilities of a complaints committee.

Ensure retaliation is prohibited and punished.

Provide training for employees on compliance with anti-harassment, -abuse, and -discrimination policies and investigative techniques.

Provide specialized training to people responsible for receiving grievances so they know how to respond with a survivor-centered approach.

Use Employee Resource Groups to support women and men with diverse social identities who have filed complaints.

Talk about sexual harassment, GBV, and the process for reporting to ensure transparency and openness, and to avoid a culture of silence around these taboo topics.

Clearly define the appropriate discipline for varying levels of offenses. These can range from counseling and training to dismissal and/or reporting to the police. Monitor complaints and resolution handling over time to continuously improve processes.

POLICY LANGUAGE RECOMMENDATIONS

- Commit to *“a survivor-centered approach by prioritizing the needs and wishes of the survivor”*
- Emphasize that the organization will *“prioritize the emotional and mental well-being of the survivor over any formal reporting process.”*
- *“Concerns and allegations will be responded to in a timely and appropriate manner according to the needs and wishes of the survivor.”*
- *“Our organization is committed to providing a safe working culture for all employees.”*
- Ensure that all complaints will be handled *“impartially by neutral parties with no conflicts of interest or influence from within the company.”*

RESOURCES

- [Sexual Harassment, Exploitation, and Abuse: A Toolkit for Building a Prevention and Response Program](#), Chemonics
- [How to Handle an Employee Sexual Harassment Complaint](#), The Balance Careers
- [The Policy and Procedure for Dealing with Equity and Diversity Enquiries and Grievances](#), University of Western Australia
- [Independent Investigations](#), Ropes & Gray

MENSTRUAL HEALTH MANAGEMENT (MHM) POLICY

In many countries, menstrual health remains a taboo topic, and so the practical challenges of menstruation are made even more difficult. Women who cannot safely manage their menstruation needs at work are more likely to use sick leave and experience reduced productivity at work and negative emotional or physical effects.

A workplace menstrual health management (MHM) policy ensures that women can manage their sanitation needs safely and with dignity while at work. Women need adequate facilities that are safe, clean, and private. These facilities also need access to items such as water and soap and require safe and culturally appropriate options for disposing of or washing and drying reusable supplies. It is also important to provide training and sensitization for all employees, especially managers and supervisors, to build awareness of women's sanitation and menstruation needs and to facilitate a supportive environment so that women can manage these needs.



MENSTRUAL HEALTH MANAGEMENT POLICY “DOS” AND “DON'TS”

DO	DON'T
Provide private facilities that are safe and clean.	Stigmatize menstruating women.
Ask women what they need through surveys to understand what facilities are required.	Assume you know what women need in the facilities.
Provide women's facilities with soap, water, and appropriate disposal options inside the cubicle.	Silence women from talking about menstruation.
Train supervisors and managers on the need to provide women with breaks, flexibility, etc., to take care of their sanitation and menstruation needs.	Require employees to ask permission to use the toilet or other facilities.
Ensure that all field offices meet the standards of the policy.	Permit cleaners or other janitorial staff to shame or stigmatize women who dispose of sanitary products and ask them to empty trash bins regularly.
Fight stereotypes and stigmas that make discussing menstrual health a taboo topic.	Assume that only supervisors and managers should be trained. Sensitize all staff, both women and men, on sanitation and menstruation need to stop the perpetuation of harmful norms and behaviors that stigmatize menstruation.
Check facilities regularly to ensure they meet policy standards.	
Develop a communications strategy to inform both women and men about menstruation needs in the workplace.	
Consider providing sanitation and menstrual health supplies (e.g., pads, tampons, etc.) in the toilet facilities and replenishing these supplies on an ongoing basis.	
Include menstrual health management in programming and services if an onsite health-care facility and/or nurse is provided.	
Consider providing lockers or another secure but easily accessible place for employees to keep personal items such as supplies for sanitation and menstruation needs.	

Ensure guards are allowing employees to go to the facilities freely without questioning what they are doing.

Ensure that disposal options are environmentally friendly.

POLICY LANGUAGE RECOMMENDATIONS

- Commit to fighting “*stigma and shame surrounding menstrual hygiene.*”
- Ensure that your offices have “*gender-sensitive facilities.*”
- Guarantee a “*clean and healthy environment*” for all employees.
- Emphasize every person’s “*right to physical and affordable access to sanitation.*”
- Recognize women’s right to “*manage sanitation needs with pride and dignity.*”
- “*Recognizing gender differences is vital to ensuring the health and safety of all workers.*”
- Providing a healthy workplace requires “*working with employees to identify and solve risks to health and safety.*”

RESOURCES

- [WASH@Work: A Self-Training Handbook](#), ILO
- [Female-Friendly Public and Community Toilets: A Guide for Planners and Decision Makers](#), WaterAid, UNICEF, and WSUP
- [Menstrual Hygiene Matters, Chapter 8: Menstrual Hygiene in the Workplace](#), WaterAid
- [Menstrual Hygiene Management and Women’s Economic Empowerment](#), USAID

HEALTH AND SAFETY POLICY

It is widely accepted that a company needs to have health and safety policies, but few fully consider the gendered differences between women and men and how women might experience different health and safety risks. By fully analyzing the different risks that women face, a health and safety policy can ensure that it protects all employees equally. From providing separate toilet facilities to ensuring that personal protective equipment adequately fits women, employers can create an inclusive health and safety policy.



HEALTH AND SAFETY POLICY “DOS” AND “DON'TS”

DO	DON'T
<p>Consider the gendered differences between women and men across all operations and how this might lead to different health and safety risks and therefore different needs for protection in their roles.</p> <p>Consult with workers before drafting the health and safety policy to understand their unique concerns related to health and safety.</p> <p>Include health and safety protocols in job duties and responsibilities.</p> <p>Review the policy regularly to consider new technology, equipment, etc.</p> <p>Provide equal access to separate toilets, changing rooms, showers, and other facilities appropriate for men and women.</p> <p>Ensure women have equal access to field safety training and benefit equally from field safety protocols (i.e., live-line protocols, tag-out procedures).</p> <p>Identify lines of responsibility and reporting to guide employees and their managers.</p> <p>Regularly monitor and report on health outcomes, ensuring that adverse health outcomes are transparently communicated to employees.</p> <p>Include protocols and policies related to disaster planning and management and ensure women are included and considered in the process.</p>	<p>Prevent women from working in certain roles based on health and safety concerns.</p> <p>Neglect physical, psychosocial, or reproductive risks to health and safety.</p> <p>Provide work equipment, tools, and personal protective equipment for only men; women also need equipment that fits them properly.</p>

POLICY LANGUAGE RECOMMENDATIONS

- *“Recognizing gender differences is vital to ensuring the health and safety of all workers.”*
- *Providing a healthy workplace requires “working with employees to identify and solve risks to health and safety.”*

RESOURCES

- [10 Keys for Gender Sensitive OSH Practice: Guidelines for Gender Mainstreaming in Occupational Safety and Health, ILO](#)
- [Healthy Beginnings: Guidance on Safe Maternity at Work, ILO](#)

ATTRACTION AND TALENT OUTREACH POLICY

An Attraction and Talent Outreach Policy includes strategic and long-term approaches to broaden the talent pool by attracting diverse talent for future recruiting. Inclusive companies report [greater employee satisfaction and retention](#), which are key aspects of a company’s ability to attract new employees. Improving gender equality and diversity also [improves brand reputation](#), which serves the dual purpose of attracting new talent as well as new customers. However, despite the known business case for a diverse workforce, finding and attracting a gender-diverse talent pool is not always easy and requires intentional effort to reach underrepresented groups. The company might also have to overcome internal or unconscious biases to successfully implement the policy. There is no one-size-fits-all: an Attraction and Talent Outreach Policy may be a succinct statement or a descriptive narrative. Comprehensive policies should include clear measures that outline the company’s commitments to building a more diverse talent pool. There should also be specific actions that demonstrate what the company does to broaden the talent pool (e.g., hosting career fairs, visiting schools, ensuring diversity in internship selections, etc.) and targets that are specific and measurable for the company to achieve in a designated time frame. Lastly, there should also be measures for accountability with clear roles and responsibilities for upholding the policy.



ATTRACTION AND TALENT OUTREACH POLICY “DOS” AND “DON’TS”

DO	DON'T
Clearly state the purpose and benefits of attracting a diverse talent pool.	Consider only gender in your plans to attract more talent, but also consider different social identities that are underrepresented in your company (e.g., race, ethnicity, religion, nationality, disability, sexual orientation, etc.)
Present the company’s goals, objectives, and quantifiable targets for a gender-diverse workforce.	
Commit to proactive measures that expand efforts to attract women and underrepresented groups (such as through career fairs, school visits, utility tours, and online platforms/social media sites)	Forget to ensure that all staff is fully aware of the company’s commitment to attracting a diverse talent pipeline.
Use a diverse group of role models, including women, to present at outreach events.	Rely upon referrals, which tend to produce homogenous candidates.
Develop relationships and formalize partnerships with schools, vocational training institutes, universities, STEM clubs, etc.	Send a homogenous group to schools or other outreach events such as career fairs.
Provide scholarships to female students who are studying STEM-related degrees.	
Highlight the company’s complementary gender-equitable policies and practices, which are attractive to all talent, and ensure that company policies include additional support or interventions to enable female candidates to compete equitably with male candidates.	Overlook the need to ensure that both girls and boys will benefit from any partnerships.
Ensure that young girls and boys at all levels of education are reached through company outreach (e.g., “Bring Your Child to Work Day”, school presentations, summer camps, internships, etc.)	Assume that women are not interested in certain types of jobs such as field-based or technical positions.
Establish gender-equitable internship programs for students of diverse social identities.	Assume that potential talent already knows about the policies and benefits at your company.
	Overlook the need to engage young girls in such events.
	Assume that traditional internship programs will yield the most diverse candidates.

Supervise a female student's master's thesis or find other ways to engage with students who are developing master's theses in STEM-related areas (e.g., mentoring, training, research support, etc.)

Mentor female students who are studying technical, STEM-related areas and help them prepare for potential career paths.

Engage with professional groups and channels that represent a more diverse pool of candidates.

Train recruiters and outreach staff to clearly articulate the company's gender equality culture and brand.

Ensure outreach and communications materials have inclusive language and feature women and diverse groups of people.

Commit to short-term actions, such as catching the best university and technical college students as they graduate, in addition to longer-term strategies to sustain a diverse workforce.

Develop master's thesis support programs without clear gender-equitable and diverse targets.

Assign mentors to students unless they are well-trained and gender-aware

Assume that relying exclusively on traditional means of outreach, such as advertisements in mainstream or internal media, will attract diverse candidates.

Overlook the importance of training staff on why gender equality is important to the company.

Use outreach and communications materials that fail to use inclusive language or feature only homogenous men or stereotypical views of women.

Overlook future talent needs. This results in reactive recruitment and hiring efforts unlikely to produce a diverse talent pool.

POLICY LANGUAGE RECOMMENDATIONS

- Example from [Cardno](#) Gender Policy Statement: *“At Cardno International Development (ID) we believe that gender equality is essential for improving the wellbeing of all women, men, girls, boys, and gender non-conforming people and achieving inclusive sustainable development. We believe that all women and girls should live a life free from oppression, discrimination, and constraints. Through our programs, we will work to redress women’s specific gendered disadvantages. We will facilitate the enhancement of women’s voice and inclusion and aim to improve systems and structures that act as obstacles to women’s socioeconomic and political participation. Cardno ID’s organizational culture will demonstrate our commitment to gender equality and we will support staff to adopt processes and practices that promote gender equality.”*
- Example from [Shell](#): *“We’re committed to inspiring change in the workplace, and continue to focus on attracting and developing females in the workplace.”*

RESOURCES

- [Recruiting and Attracting Talent](#), SHRM
- [Ten Ways to Attract More Talent](#), Forbes
- [Talent Attraction- The Rules Have Changed](#), Predictive HR
- [Six Simple Hiring Policies to Boost Diversity](#), Glassdoor
- [Ten Ways Companies Can Attract a Diverse Pool of Job Candidates](#), Tech Republic

PERFORMANCE MANAGEMENT POLICY

A Performance Management Policy outlines the ongoing process of communication between a supervisor and an employee to accomplish strategic objectives of the organization and reward or correct employee performance. Employees want to work at an organization where their accomplishments and efforts are valued. 83% of people find meaningful recognition more fulfilling than financial rewards or gifts. Performance reviews provide an appropriate place to offer that recognition. Managers and HR practitioners want to work in organizations where performance management systems are truly meritocratic and reward the best-performing employees. However, performance management policies and practices that have limited transparency and accountability can decrease meritocracy, increase biased decision-making, and diminish equity in the workplace. Through a gender-equitable performance management policy, organizations commit to eliminating bias in their performance management systems and proactively adopt measures that help avoid common pitfalls, which undermine the strategic purpose of managing employees' performance.



PERFORMANCE MANAGEMENT POLICY “DOS” AND “DON'TS”

(Also see relevant sections of [Integrating Gender Into Workplace Policies](#) on Salary and Benefits Equity Policy)

DO	DON'T
<p>Adopt a competency-based performance management system focused on the skills and behaviors that employees need to have in their current roles and for future growth in their organizations.</p> <p>Ensure that goals set for performance appraisals are realistic, achievable, gender-equitable, aligned with the competencies listed in job descriptions, and linked to the company's KPIs. These goals should also include learning targets to eliminate any existing skills gaps and be equitable across gender within the same job/work category.</p> <p>Communicate performance evaluation criteria to all employees.</p> <p>Acknowledge that the “glass ceiling” or “sticky floor” is not something that happens at a specific point in time in one's career; rather, it is the cumulative result of many instances of bias or discrimination over the course of a career that leads to suppression of a woman's career trajectory compared with her male counterparts.</p> <p>Monitor who is given promotions or access to opportunities for further training and development and identify where patterns of inequity may occur.</p> <p>Consider replacing annual performance meetings with multiple performance conversations held at different times of the year.</p> <p>Train managers to adopt a coaching approach, helping their employees to find ways to enhance their performance through problem-solving.</p> <p>Provide leaders with incentives to sponsor promising employees and provide them with organizational visibility, for example, by providing opportunities for women to take lateral moves within the company and stretch assignments.</p>	<p>Utilize an informal performance management system that lacks structure, transparency, or consistency.</p> <p>Make professional goals a moving target or unrelated to the individual's job description under which they were hired.</p> <p>Use review forms comprised of overly broad competencies or evaluation criteria, or review forms based on management opinion alone.</p> <p>Penalize women by failing to consider them for promotions while they are out on maternity leave.</p> <p>Assume that women and men with the same qualifications are remunerated or promoted equally over time.</p> <p>Withhold feedback during the year only to share with employees during the annual review, as this prevents the employees from improving performance before their evaluations.</p> <p>Support managers claim that they are too busy to provide regular feedback to their employees.</p> <p>Base promotions on mobility (ability to undertake regular travel or secondments) as this tends to disadvantage women; at the same time, avoid “benevolent sexism” by which travel opportunities are not offered to women to “help” them.</p> <p>Assume that managers are already applying the same standards to all jobholders.</p> <p>Provide general or unspecific feedback to women; instead, cite specifics related to what the employee did well or not well in terms of their performance.</p>

Ensure managers are using the performance management system equitably through regular spot-checks and audits, assessing the equitable distribution of opportunities, training, etc. across genders.

Ensure that managers provide specific and actionable feedback to all employees regardless of gender, linked to specific business outcomes and referring to their technical strengths.

Train all managers on unconscious bias, as well as anti-discrimination laws, practices, and policies.

Provide the opportunity for supervisees to assess the performance of their supervisors through 360-degree performance reviews and employee satisfaction surveys.

Assume that promotions are already based solely on merit or objective criteria, or that managers are familiar with the concept of unconscious bias.

Shield or tolerate hostile, biased, or discriminatory practices by people in leadership.

POLICY LANGUAGE RECOMMENDATIONS

- [Company] commits to applying gender equality principles for the performance management system aimed at enhancing employee productivity, accountability, and leadership by:
 - defining roles, duties, and goals
 - setting key performance indicators (KPIs)
 - holding and recording regular feedback sessions
 - conducting 360-degree performance reviews
 - creating personal development plans.
- [Company] will conduct an ongoing analysis of performance ratings given to all employees, and address discrepancies that appear to be based on gender or any other social characteristic such as race, religion, etc.
- [Company] will put processes in place to make sure performance standards are fair and transparent and there are no systemic reasons causing results to differ along gender lines.
- [Company] will train managers on productive feedback techniques and unconscious bias.

RESOURCES

- [Tailoring Organisational Practices to achieve Gender Equality](#), GEM and UN.
- [Straight talk about employee evaluation and performance management](#), McKinsey.
- [Developing Policies and Strategies that Specifically Support Gender Equality](#), WGEA
- [The Five Most Common Pitfalls of Performance Reviews](#), ERC.
- [How Gender Bias Corrupts Performance Reviews, and What to Do About It](#), HBR

RECRUITING AND HIRING POLICY

A gender-inclusive and diverse Recruitment and Hiring Policy outlines a systematic process that leads to the hiring of new employees from a diverse pool of candidates. It is well known that gender and ethnically diverse companies are more profitable, innovative, and resilient. However, despite the wealth of research on the topic, gender parity lags in many male-dominated workplaces. A recruiting and hiring policy should help an organization hire more diverse talent, correct occupational segregation, and achieve organizational gender parity, ultimately increasing the talent pool and enhancing organizational performance. The policy should articulate commitment, provide guidance, and promote best practices to correct imbalances where there might be a lack of one gender or social identity in a particular department or role. This policy will facilitate the attainment of social and gender inclusion targets through conducive practices, address gender gaps in women’s participation in the workforce, especially in the engineering and other technical fields, and address all forms of discrimination and bias that may be present in the recruiting and hiring processes



RECRUITING AND HIRING POLICY “DOS” AND “DON’TS”

DO	DON'T
<p>Develop a strategic plan with clear hiring or gender balance targets. Monitoring success on these targets can help to readjust processes if required.</p> <p>Review all job advertisements to ensure language is gender-sensitive.</p> <p>Where gender balance is required in terms of female candidates, including statements like “women are encouraged to apply”.</p> <p>If using photographs, ensure they are representative of the kind of workforce that is aspired to (e.g., African female technician).</p> <p>Post job advertisements in a variety of media to reach more diverse candidates while ensuring that the application process is simple and accessible. Consider where outreach may be most effective to reach diverse groups, e.g., posting ads to universities and technical colleges where partnerships have been established, ensuring interns are aware of vacancies, using media such as posters, WhatsApp, internal newsletters, etc.</p> <p>Conduct a diversity hiring audit to pinpoint what is not contributing to equality and diversity goals.</p> <p>Create inclusive selection processes including behavior-based interviews, work sample tests, and other tools to support the different strengths of candidates.</p> <p>Revise job descriptions and job ads to include only essential competencies and skills to reduce unintentional discrimination. For example, consider removing competencies such as “lifting heavy loads” unless truly necessary for the role. If required, specify the actual weight requirement, e.g., “ability to carry loads up to 25 kg”.</p> <p>Provide redress/additional support for female candidates to ensure they can compete equitably for the jobs against male candidates. This can include providing firsthand opportunities to experience technical tasks and get exposure to technical tools or equipment through boot camp, pre-apprenticeship, or similar programs.</p>	<p>Consider only gender in your plans to attract more talent, but also consider different social identities that are underrepresented in your company (e.g., race, ethnicity, religion, nationality, disability, sexual orientation, etc.)</p> <p>Forget to ensure that all staff is fully aware of the company’s commitment to attracting a diverse talent pipeline.</p> <p>Rely upon referrals, which tend to produce homogenous candidates.</p> <p>Send a homogenous group to schools or other outreach events such as career fairs.</p> <p>Overlook the need to ensure that both girls and boys will benefit from any partnerships.</p> <p>Assume that women are not interested in certain types of jobs such as field-based or technical positions.</p> <p>Assume that potential talent already knows about the policies and benefits at your company.</p> <p>Overlook the need to engage young girls in such events.</p> <p>Assume that traditional internship programs will yield the most diverse candidates.</p> <p>Develop master’s thesis support programs without clear gender-equitable and diverse targets.</p> <p>Assign mentors to students unless they are well-trained and gender-aware</p>

Remove all evidence of gender or other demographic information, e.g., photos, names, parental status, etc. to enhance objectivity in the final selection of candidates by hiring managers.

Clearly state the policy's intention of creating the enabling environment for a more diverse workforce, including targets for departments or job types that have an under-representation of one gender.

Train all hiring managers and those involved in the hiring process on unconscious bias and ensure fair gender representation on hiring panels.

Ensure accountability through monitoring and reporting on hiring targets, the inclusion of targets in performance contracts, and building rewards and sanctions for achieving/failing to achieve targets.

Set short-list and hiring targets for women from diverse social backgrounds as well as targets to ensure gender-balanced selection panels.

Train hiring panels on unconscious bias and the business benefits of a diverse workforce.

Develop structured interviews: a set of common interview questions that all candidates will be asked, which focus on the skills and abilities they will need to do the job.

Additionally, develop structured scoring which supports competency-based scores.

Use behavior-based interview techniques to gain insight into a person's ability to do the job.

Use internship programs to hire directly, with special consideration for gender and diversity in both internship placements and hiring.

Integrate inclusive recruitment practices into procurement policies and practices to ensure sub-contractors/suppliers also align with company gender equality and diversity goals.

Assume that relying exclusively on traditional means of outreach, such as advertisements in mainstream or internal media, will attract diverse candidates.

Overlook the importance of training staff on why gender equality is important to the company.

Use outreach and communications materials that fail to use inclusive language or feature only homogenous men or stereotypical views of women.

Overlook future talent needs. This results in reactive recruitment and hiring efforts unlikely to produce a diverse talent pool.

POLICY LANGUAGE RECOMMENDATIONS

- Example from the [Center for Global Development](#) Commitment to Gender Diversity: “We know that more diverse backgrounds, perspectives, and opinions allow for greater inquiry, integrity, and understanding. The Center for Global Development is committed to promoting a workplace that is diverse, inclusive, and equitable to strengthen our organization, our people, and our policy engagement. An important part of this commitment is our efforts to enhance gender diversity at CGD. That’s why we have undertaken efforts to:
 - Collect annual data on the distribution of women and men in entry, mid-level, and leadership roles so we can identify where women are underrepresented and work to correct it
 - Intensify efforts to hire women candidates and candidates who represent the full spectrum of sexual orientation and gender identities, especially at the upper levels
 - Track wages to make sure men and women at CGD are paid equally for equal work
 - Conduct mandatory staff training on harassment, unconscious bias, and inclusion
 - Increase the gender diversity of our board membership”
- Advertisements should include statements such as “We are an equal opportunity employer” and “Women are encouraged to apply”, especially for roles with low female representation.

- It is the responsibility of Human Resources to ensure that all job descriptions and advertisements are inclusive and do not inadvertently or overtly lead to discrimination in the hiring process.
- In offering employment opportunities, the company is committed to eliminating all forms of discrimination, these include but not limited to, race, color, sex, religion, political or another opinion, nationality, ethnic or social origin, disability, pregnancy, health status, or any other social characteristic protected by law.
- The short-listing panel for interviews will constitute not more than 60% and not less than 40% of either sex (60:40). [Sample target, could also be 50:50]
- The interviewing panel will always constitute not more than 60% and not less than 40% of either sex (60:40). [Sample target could also be 50:50]
- The Human Resources Department will include a mandatory gender reporting question on the shortlisting form, to better track applications and the shortlisting of female and male candidates.
- The Human Resources Department will ensure that Attraction and Talent Outreach efforts are reflected in better Recruitment and Hiring outcomes, by tracking numbers of male and female short-list candidates and hires coming from outreach endeavors such as internship and apprenticeship programs.
- The Human Resources Department will develop a schedule of possible panelists for interviews and train them in equal employment principles, unconscious bias, and anti-discriminatory recruitment and selection practices, to ensure that they root out bias against women in the recruitment and hiring processes.
- The selection of suitable candidates will not be more than 60%, and not less than 40% of either sex, especially for positions requiring more than one person or in positions that are dominated by one sex. [Sample target, could be other, for example, 50:50].

RESOURCES

- [Hiring Policies and Procedures to Increase Diversity](#), Small Business Chronicles
- [Step-by-Step Guide to Preventing Discrimination in Hiring](#), Australian Human Rights Agency
- [Gender Inclusive Recruitment and Selection](#), USAID
- [Diversity and Inclusion Best Practice in Recruitment](#), CAPITA
- [EDM Increases Women's Participation in the Power Sector](#), USAID Engendering Industries

SUCCESSION PLANNING AND PROMOTION POLICY

A Succession Planning and Promotion Policy supports a company’s systematic and long-term process of identification and development of potential successors for key positions. It also helps to ensure that employees’ knowledge, skills, and abilities are developed to fill key roles. This creates a more productive and satisfied workforce. It also contributes to the business benefits of having more diverse leadership, such as increased profitability. An inclusive policy ensures that women and other minorities who are usually overlooked for promotions are considered in the succession and promotion planning process, and actively cultivated for leadership roles. Gender equitable and diverse succession planning and promotion policies mean applying gender equality and diversity principles to:

- Filling the organization’s key roles in an equitable and meaningful manner while still avoiding tokenism
- Maintaining a robust, diverse talent pipeline
- Identifying promising candidates, including women, for leadership preparation
- Ensuring that bias and discrimination have no role in promotion procedures
- Diminishing gender and diversity gaps in leadership roles at the organization
- Designing and implementing skill-building and retention strategies
- Working with consistent succession/handover procedures and timetables
- Managing and mitigating risks associated with turnover in leadership



SUCCESSION PLANNING AND PROMOTION POLICY “DOS” AND “DON’TS”

DO	DON'T
<p>Ensure that every manager and leader has a succession plan that identifies several candidates, including women and men, who are eligible for further training, development, and promotion in their department. The succession planning should be in line with the company’s diversity and gender equality strategies.</p> <p>Assign top managers with the responsibility for achieving gender balance in their units and hold them accountable.</p> <p>Ensure that senior management actively demonstrates their support for making gender balance a priority for the organization by developing plans and monitoring and reporting on progress.</p> <p>Set transparent standards for promotions, like qualifications, work records, success, and length of service.</p> <p>Advertise all promotion opportunities throughout your organization and make them accessible to all employees.</p> <p>Conduct audits to compare the employee gender breakdown for annual promotions and correct discrepancies.</p> <p>Train managers in equal employment principles, unconscious bias, and non-discrimination to ensure promotion, transfer, and termination procedures are equitably applied.</p>	<p>Assume that inclusive succession planning will happen of its own accord without clear processes and responsibilities.</p> <p>Assume that you will have women in leadership in the future only because a few women have managed to attain such status.</p> <p>Fail to measure the numbers of men and women represented at different levels of the organization.</p> <p>Assume that including gender parity targets in strategies and plans is enough, there must be a commitment to implementation and accountability for managers.</p> <p>Produce succession policies that are solely tenure-based and/or political appointments by nature.</p> <p>Exclude people on parental leave from promotion consideration.</p> <p>Exclude women from consideration for certain roles solely based on their sex.</p> <p>Rely only on output-level metrics such as the number of women trained; companies should also track outcome-level results such as numbers of women promoted.</p>

Raise awareness among male executives of the need for gender balance.

Set gender targets at different levels of the organization or on key decision-making committees and make these targets public.

Establish and maintain a talent database to make managers aware of individuals who are interested in new roles or opportunities.

Leverage mentorship and sponsorship programs to develop a cadre of gender-diverse leaders that are ready for promotion.

Institute a core hours policy to reduce the likelihood of employees with flexible working arrangements missing a meeting or having to put alternative arrangements in place to make the meeting.

Establish employee networks or resource groups to facilitate networking and peer learning.

Use skill mapping based on core functions to support unbiased succession and promotion planning.

Assume that women prefer female-only leadership training programs. Leadership programs that are gender-diverse tend to be more closely tied to business strategies and goals.

Ignore persistent patterns of male dominance in leadership and promotions which provide evidence of resistance and bias towards male leadership.

Ignore where targets are not met, as it may also be that there are other areas in the employee life cycle where gender equality needs to be addressed.

Fail to keep the talent database updated regularly.

Rely solely on mentorship, as it is a sponsorship that tends to be more effective in increasing promotion opportunities.

Schedule meetings outside of core hours.

Rely on evening or weekend networking events as it tends to exclude female employees with home and care responsibilities.

Assume that promotions and succession planning will be fair without extensive planning.

POLICY LANGUAGE RECOMMENDATIONS

- The company commits to advertising all promotion opportunities throughout the organization and making them accessible to all employees.
- Promotion criteria will be publicized to all members of staff.
- Qualified female and male staff shall equally be considered for promotion opportunities.
- The Human Resources Department will conduct a skills audit survey once every two years across the Organization to identify female and male employees with high potential, who can be targeted for promotion and prepared for leadership positions.
- The Human Resources Department will ensure that female employees with potential in all divisions are prepared for promotion to managerial positions through coaching and leadership training.
- The Human Resources and Administration Department will conduct awareness campaigns on the Anti-Sexual Harassment Policy at least once every year to ensure that all deserving employees are transparently accessing promotion opportunities regardless of gender and without sexual harassment or any other form of exploitation.
- The company requires that managers be trained in promotion, equal employment principles, and transfer and termination policies and procedures.
- The company will consider employees on parental leave for promotions.

- The company will regularly monitor and analyze the number of women and men who are promoted and address discrepancies that appear to be gender-based.

RESOURCES

- [How do I develop policies and/or strategies that specifically support gender equality?](#), WGEA
- Tailoring Organisational Practices to achieve Gender Equality, GEM, and UN

TALENT AND LEADERSHIP DEVELOPMENT POLICY

A Talent and Leadership Development Policy provides a process for identifying, developing, and promoting future talent and leaders with goals to enhance their knowledge, skills, and abilities to take on new roles (both lateral and vertical moves) in the future. Inclusive organizations are linked to lower levels of employee turnover, which ultimately benefits an organization’s ability to retain and develop talent. A talented workforce also relies on high-performing employees who are ready for leadership. Inclusive workplaces benefit from improved problem solving and innovation, shown to be key attributes to developing talent. This policy can help promote a high-performing workforce, identify and close skills gaps, and implement and maintain programs to attract, acquire, develop, promote, and retain quality and diverse talent. To ensure that the organization develops a diverse talent pool and the slate of upcoming leaders, a gender and diversity and inclusion lens must be applied to:

- Planning for and managing current and future workforce needs;
- Designing and implementing proven strategies and techniques to develop well-rounded future leaders; and
- Closing knowledge, skill, and competency gaps throughout the organization.

Benefits of an effective and gender-responsive Talent and Leadership Development Policy include increased workforce readiness, increased employee engagement and retention, increased customer satisfaction, activated business strategy, and enhanced trust between staff and leadership.



TALENT AND LEADERSHIP DEVELOPMENT POLICY “DOS” AND “DON’TS”

DO	DON'T
<p>Conduct analyses to ascertain (1) the company’s talent, skills, performance, and leadership development needs and (2) identify where there are gender or diversity gaps in the company’s leadership.</p> <p>Set meaningful targets to counteract gender parity and diversity imbalances in the talent pool.</p> <p>Connect development plans for employees with their career goals and corporate strategy, and audit those for equity.</p> <p>Create high-quality mentorship and sponsorship programs for women with diverse backgrounds at different career levels.</p> <p>Introduce job-sharing for leadership roles and allocate those equitably for women and men with diverse backgrounds.</p> <p>Maximize on-the-job learning opportunities (e.g., job shadowing, job rotations, etc.) to give women more exposure and grow their knowledge, skills, and abilities (KSAs).</p> <p>Create diverse mentor and sponsor relationships (e.g., women mentoring men, women, men mentoring women, etc.).</p> <p>Train employees on how to provide high-quality coaching, and understand the difference between mentoring, and sponsorship. This article provides some helpful distinctions.</p>	<p>Establish a strategy before conducting both an internal talent and a labor market analysis.</p> <p>Set targets that maintain the status quo; targets should be set higher than the current male/female or other diversity ratios.</p> <p>Undertake talent development initiatives that are not fully aligned with corporate strategy.</p> <p>Proceed without establishing clear guidelines and targets for mentorship programs.</p> <p>Pair incompatible individuals for job-sharing positions.</p> <p>Proceed without first establishing a clear strategy, targets, and quality standards for on-the-job training programs.</p> <p>Stick to the status quo and assume that traditional mentor or sponsor relationships are the only possible matching option.</p> <p>Assume that anyone can be a coach, mentor, or sponsor.</p>

POLICY LANGUAGE RECOMMENDATIONS

- The Training Unit shall comprise not more than 60% and not less than 40% of either gender [could be other targets such as 50:50].
- Each Department will regularly report how much it will spend on the training and development of female employees compared to male employees.
- Every Directorate will equitably include both female and male employees in their training programs for postgraduate courses.
- Line managers will identify and document specific employee training needs and skills gaps for male and female staff on an annual basis.
- The Human Resources Department will routinely document the number and type of trainings that staff are accessing, and break down results by gender.
- The Human Resources Department will identify and notify all-female staff regarding external scholarship opportunities for which female employees are eligible, or which are provided specifically for female candidates.
- All known external training opportunities will be widely publicized so they can be easily accessed by all employees across the company.
- The company will provide mentorship programs for men and women with diverse social identities to enable them to develop their careers.
- The company will offer job shadowing, secondment, and lateral transfers to enhance promising male and female employees' knowledge of the breadth of the company's operations and expertise.
- Human resources development shall work to promote high-performing women with diverse backgrounds to decision-making positions.

RESOURCES

- [Human Capital Framework, Office of Personnel Management US Government](#)
- [Leadership Development Plan, Valamis](#)
- [Developing Women as Leaders in Technology, Training Industry](#)
- [5 STEPS TO CREATING A SUCCESSFUL LEADERSHIP DEVELOPMENT PLAN, HBS](#)
- [Mentoring/Sponsorship, DiversityInc.](#)
- [Supporting Careers: Mentoring or Sponsorship?, WGEA](#)