



British Embassy
Athens

CHALLENGE CONSULTANCY

SHAPING A GENDER-SMART WORKPLACE



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BODOSSAKI
FOUNDATION



Contents

| | |
|--|----|
| 1. Introduction - Shaping a gender-smart workplace..... | 3 |
| 2. The impact of COVID-19 | 4 |
| 3. A gender dimension and focus | 6 |
| 4. Tackling sexism - The cycle of oppression..... | 8 |
| 5. Organisational change and change resistance | 10 |
| 6. Achieving a work life balance..... | 13 |
| 7. The challenges and good practice for remote working | 15 |
| 8. Inclusive human resource policies and practices | 17 |
| 9. Changing attitudes – the role of the office | 21 |
| 10. Sexual Harassment | 22 |
| 11. Your duty of care and supporting survivors..... | 24 |
| 12. Greek organisations that offer support, mentoring and networking opportunities | 25 |
| 13. Further Reading | 26 |
| 14. References | 27 |

1. Introduction - Shaping a gender-smart workplace

The British Embassy Athens, The British Council Greece and The Bodossaki Foundation are committed to promoting women empowerment and supporting businesses to survive and thrive despite the challenges presented by the worldwide COVID-19 pandemic.

As part of this support, the Embassy, as the leading partner, commissioned two workshops on how to better understand and address the added impact that gender plays in further negatively affecting women in all areas of business and employment.

These workshops were delivered by Challenge Consultancy in July and this handout has been produced following those sessions to help participants and other business owners think about and act on making their workplace inclusive.

It is hoped that this handout will act as an ongoing resource and support the production and implementation of 'action plans' in your business to maximise the opportunities and benefits to your business in adopting a gender-smart philosophy in your day to day work and on-going development.

After each topic you will see a 'thinking space' to write your thoughts about what that section means for your business and to start planning the action you can take.

These are tough times and we want to support you to employ every avenue of advantage to succeed.

2. The impact of COVID-19

Early impact studies and think tank research have highlighted the issues and possible outcomes of such a sudden and dramatic shift in our way of life as a result of changes made to preserve lives and limit the spread of infections.

The new situation has:

- **reduced demand** for some businesses but at the same time increased it for others.
- created **new customer expectations** of all service and product providers.
- produced **significant operational challenges** because of health and safety restrictions.

It is anticipated that it could take five years or longer for small or medium sized organisations to recover, if indeed they can. Many businesses may simply never reopen. Those that can, and new businesses, will need to make radical changes to working practices to survive.

Such changes will include giving increased priority and consideration to protecting the health and safety of both those that work for your business and your customers. This will mean adapting your usual business practices and models to cope with the 'new normal'.

These adaptations are likely to include investing in new technology or bringing on board new talents and skills into your company. It will also mean adjusting staffing structures and models as well as labour practices.

However, all such changes and adaptations are necessary in the climate of increased relative costs, and when access to working capital, borrowing or investment is limited.

Governments and businesses are having to accept that it will take close collaboration across the economy to keep organisations afloat.

The gender perspective

In the midst of all this, it is essential that we understand that the COVID-19 pandemic is not gender neutral in that it affects men and women differently. Evidence has shown that women are disproportionately represented in industries that are expected to decline as a result. This could have dire consequences for businesses and the economy.

However, scenario planning and forecasting has demonstrated that **acting now to improve gender parity** in all industries will have a **significant positive impact** on any given country's economy and in turn on the Global GDP over the next 10 years.

Impact – Action

| How has my business been, or is continuing to be, impacted? | Are there impacts that might particularly affect my women employees? | Action areas |
|--|---|---------------------|
| | | |

3. A gender dimension and focus

In 2018 the Greek National Centre for Social Research found that 69% of Greek people believe that women are meant to take care of the home and the family.

This underlying societal belief means that the impact and burden of the pandemic has had a disproportionate effect on women in the workplace. [Research](#) shows that men's labour force participation remains largely unchanged during economic crises, whereas women's rises in the poorest households and falls in richer households.

Furthermore, women are seen as the primary resource to plug the gap created by lockdown restrictions in care for sick or elderly family members and children who need ongoing care and education due to school closures.

To add to this complex image of lockdown, there are now more family members needing to be in the home for longer periods of time, which has increased the squeeze on space within the home, as communal living areas are being adapted to a work place, school room and care home. All of these factors result in a heightened threat of domestic violence as pressure grows on family units.

Women, quite apart from individual autonomy and rights, need to play a vital role as part of our workforce in our economic recovery. We also know that an increased or more balanced representation of women in the workplace brings the following benefits to all businesses:

- A wider pool of talent
- Different perspectives that can lead to extra creativity, new solutions or directions
- Enhanced collaboration
- Improved staff retention
- A better reflection of your client group and thereby an increase in your appeal or relevance
- Improved recruitment and reputation
- Ultimately all of these lead to greater profitability

How can we maximise our chances of realising these great benefits and responding as leaders to make our workplaces more accessible and, therefore, inclusive to women?

We need to respond by recognising the additional pressures faced by Greek women, changing our approach and putting in place mechanisms that make it easier for women to stay or return to the workforce. For example, adopting measures such as permanent flexible working, carers' leave and more robust 'Return to Work' policies after maternity leave, and monitoring those measures for effectiveness.

As inclusive employers, we need to think about the career paths in our industries and organisations and allow those from different genders and backgrounds to shine. This can include more flexible training opportunities and a wider recognition of potential and its development rather than following a more 'traditional' approach.

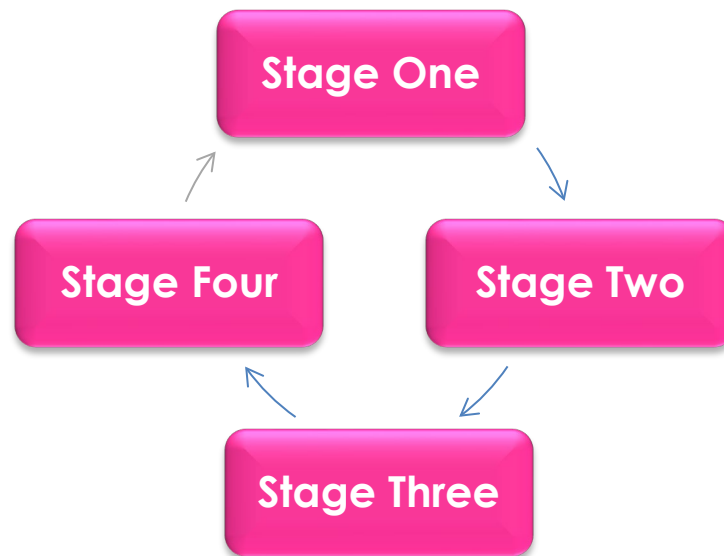
Gender Focus - Action

| How diverse is my business structure? Am I taking full advantage of the whole workforce and their potential? | What areas do I need to focus on to increase inclusion and accessibility? |
|---|--|
| | |

4. Tackling sexism - The cycle of oppression

Our basic understanding of sexism has grown in recent years. However, the root of causes and cycles that support its ongoing pervasiveness is less well known or accepted.

The concept of a cycle of oppression can help us to appreciate the complexities of addressing this at a societal level but also more specifically within our organisations.



Breaking the cycle

The first step to breaking the cycle of oppression is awareness and appreciation of its truth.

The second is to take time to put in place interventions at each stage to disrupt the flow of the cycle, challenge the status quo and create a new approach.

Stage one - Stereotypes and prejudice

You can:

- challenge gender stereotypes at every opportunity.
- put awareness training in place.
- promote positive images and role models.

Stage two - Prejudice and discrimination

You can:

- stop and think about how prejudice may be manifesting itself in your organisation.
- put in place up to date and inclusive policies and procedures.
- set out your standards and expectations clearly and include guidelines for addressing prejudice.

Stage three - Discrimination and oppression

You can:

- adopt power sharing business processes and decision making.
- ensure genuine representation at all levels in the organisation.
- hold meaningful consultation on changes and key decisions with a mind to making the systems of your business fully accessible and inclusive.

Stage four - Oppression and stereotypes

You can check your progress in breaking the cycle by:

- monitoring diversity at all levels in your organisation as well as key metrics, such as staff put through by gender.
- where progress is stalled, reviewing your inclusivity strategies and / or implementing more widespread or rigorous interventions at relevant stages of the cycle.

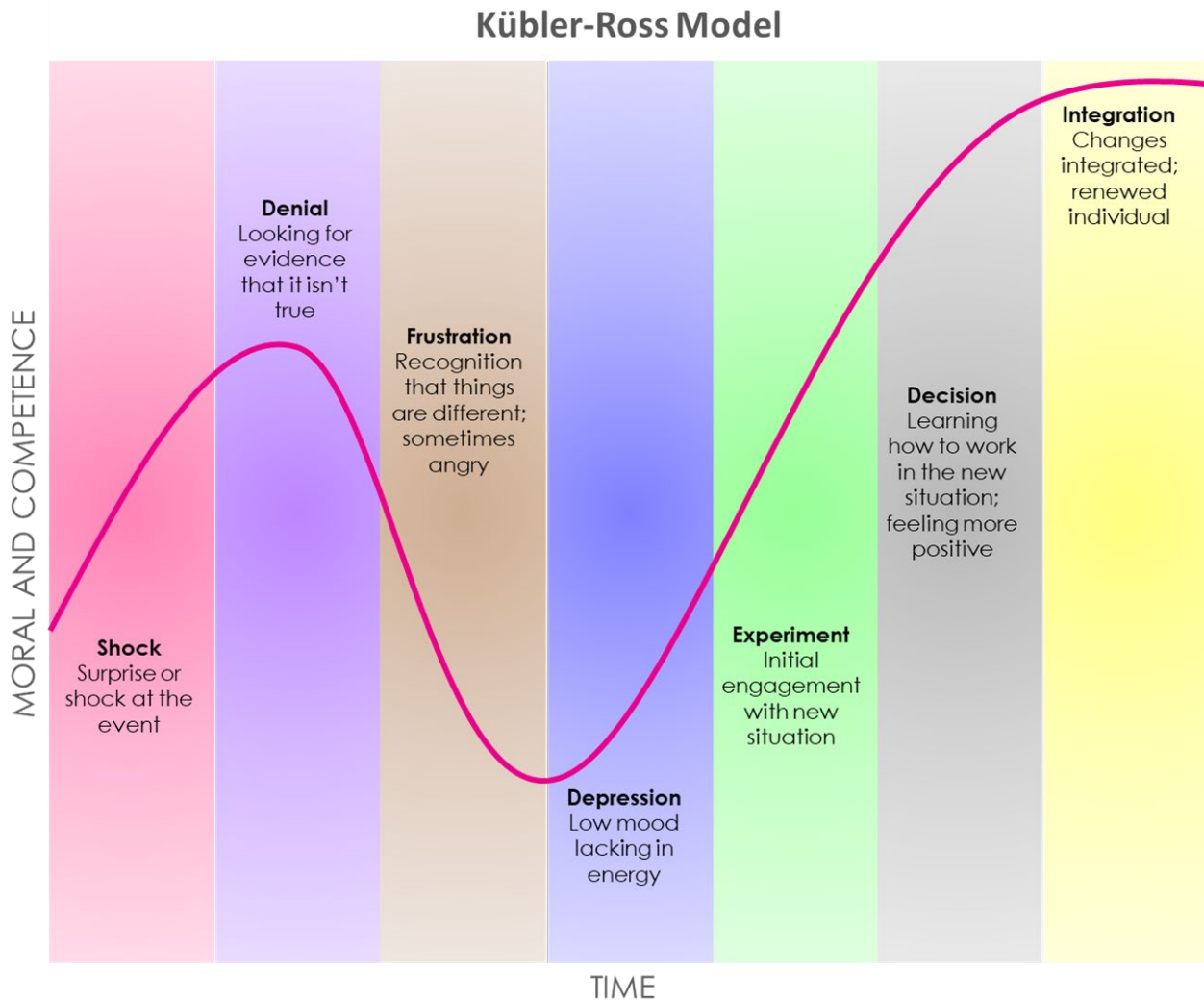
Sexism continues because people and society can be resistant to change and so in the next section we look at the basics of understanding why change is hard at an individual level and we explore ideas on how to overcome this.

Sexism - Action

| How does sexism and the oppression cycle play a part in my business? | How can I change this or minimise / mitigate its impact? |
|--|--|
| | |

5. Organisational change and change resistance

Change is a process that we go through and it can be useful to think of it as such. A common representation of change is the change curve introduced to us by Kübler Ross in the 1960s.



4.1 The change curve

Not everyone goes through every stage and not all at the same time. However, we can accelerate a change by anticipating these potential stages and understanding the causes behind the resistance to change.

It is useful to note that resistance to change can take many forms, with some more obvious than others. For instance, it may be passive or active, overt or covert, individual or organised, aggressive or timid.

Rationale for resistance

Why do people resist change? There are many reasons why people would prefer things to stay as they are, such as:

- 1) **Needs are already being met.** Need is a basic motivator for change. If individuals feel their needs are already being met, they will be less inclined to welcome change.
- 2) **Heavily invested.** They may feel they have already invested a lot of time and energy in getting themselves and the organisation to where they are and see change as undermining that.
- 3) **Fear of the unknown.** The change looks frightening, they may not understand what or why things are changing even if they are unhappy with how things are now.
- 4) **The work involved in changing.** Making the change looks like a lot of work, individual goals or projects may feel more important and the change does not look that great for them.
- 5) **Trust issues.** They may not trust those asking them to make the change or believe the imperative for change.

Then there are those that are, or simply believe they are, able to ignore or disrupt the change. These could be workers with significant power or influence.

But the COVID-19 crisis has forced many organisations to change and the level of resistance can be an indicator of an opportunity for real transformation. This enforced period of change is therefore a chance to really achieve a major step change in bringing gender equality to businesses in Greece.

Strategies for overcoming resistance to gender equality in your business

Remembering that resistance is an opportunity, it is therefore a good idea to be as open and transparent about the implementation of gender mainstreaming as you can. A good way to increase transparency is in your communications with everyone. There are never too many ways to communicate this, so use internal channels such as newsletters and mailing lists.

Give people a chance to voice their concerns and objections and be honest and authentic in your responses. Involve staff in the development of the change and be open to new ideas and strategies. Identify and clearly articulate the common goal as well as the benefits of the transformation. Be ready to highlight facts and figures, there is a wealth of research and evidence that backs up rationale and benefits to everyone of gender mainstreaming.

Don't be afraid to get help. It can really ease your journey to engage the knowledge and support of an external expert or facilitator.

When addressing resistance to change on an individual basis, you should seek to understand where that resistance may be in relation to the gender mainstreaming strategy.

Key areas to explore and messages to emphasise include being clear that gender mainstreaming is not about blaming men for discriminating against women and their private life is not being questioned.

It is also useful to compare gender equality with other policies and note that gender mainstreaming is part of who we are and not an 'extra' project.

Bring everyone into the change, be clear that gender equality is not a 'women's issue'; men and the wider society and our economic future can also benefit from gender equality.

Change Resistance - Action

| What resistance might I face from staff, team / customers / stakeholders? | How can I forward a plan to address and overcome resistance? |
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6. Achieving a work life balance

'Work life balance' is a commonly used term but what does it mean exactly? Well it is:

“the state of equilibrium in which demands of personal life, professional life and family life are equal.”

It is something that most of us wish for but it can be hard to achieve. The stresses and complexities of the pandemic have made this even harder for everyone. However, as we touched on before, the impact of COVID-19 is not gender neutral and women bear a greater burden in meeting the needs of their immediate family, and in some cases their extended family as well.

Apart from the physical strain and impact on a woman's time, the planning, thought and consideration in juggling all these things remains with her. It is this 'mental load' that can be especially stressful and exhausting.

As a business leader you cannot remove all these burdens – but you can be mindful of the gender imbalance and make adjustments to your expectations and working practices to ensure you are more inclusive as an employer. In doing so you will be able to attract and retain the best talent in your business and have the competitive edge. Furthermore, flexible, supportive employers are more likely to bring out 'discretionary effort' from their team; when people are well motivated, they are likely to go the extra mile for you and your business. Consider the design and gender-balanced take-up of family leave and flexible working arrangements. Think about how you can support the quality, affordability and access to child or long-term care. In doing so you are starting to address the economic disincentives for parents and carers to work.

Finally, and perhaps the most important, is to consider what the UN has termed the 'shadow pandemic' - the sharp increase in domestic violence. This is a crime that disproportionately affects women, both in terms of prevalence and severity, and as such is a very real risk to the women who work for you.

You can be a crucial point of support and intervention. If, for instance, you notice a change in someone or their behaviour and you suspect someone is at risk, don't ignore it. Try to safeguard against further abuse. The action plan on the following page can be used as a guide on what to do.



Gender Focus - Action

| What is currently in place to help staff in my organisation to achieve a good work life balance? | What further actions can I take? |
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7. The challenges and good practice for remote working

Following on from the previous section, most people have had to quickly adjust to working from home. This brings work life balance issues into the same space at the same time, creating even more challenges. For example, women take on a disproportionate share of childcare duties and responsibility for children's education and there has been a lack of formal and informal childcare.

There can be an assumption that every employee has equal access to technology and connectivity, when in fact technology and access may be shared with numerous others.

Other challenges arise from everyone working from home. The new phenomenon of 'zoom meeting fatigue', where staff are left exhausted by back to back online meetings which require high concentration levels that do not offer the usual opportunity for personal connections.

The virus itself and the requisite increase in staff sickness levels have created increased workloads. In addition, being unable to benefit from seeing and interacting with managers directly and informally about performance and achievements can be both demotivating and mean work can go off track more easily.

Some people have been able to easily create a workspace at home, but many have had to repurpose dining or dressing tables. This highlights potential in disparities caused by housing poverty and a higher chance of general interruptions.

As we have previously mentioned, women are more likely in these situations to be having to juggle household tasks and are more likely to be interrupted and more often.

Overall, working remotely can lead to loneliness as team members stop having daily and casual interactions with colleagues. There can also be communication and relationship problems borne from a lack of face to face contact.

There are ways to take account of these issues. Think about:

- holding regular team meetings.
- making it your business to know your team's online needs.
- the length and frequency of your meetings.
- building in regular breaks or 'lighter moments'.
- taking time to recognise and acknowledge that constant online meetings can be physically and mentally tiring and actively working together to think of new ways to achieve collaboratively.
- staying aware and remaining mindful of childcare and other caring responsibilities and understand that some people may find it difficult to voice difficulties.

It can be tempting to fall into a more stringent form of leadership as everyone is now 'out of sight'. Try to avoid this by not micro-managing people and tasks. Do not expect to know what is happening every minute of every day or expect staff to be at their computers all of the time. Similarly, it is not reasonable to assume people are available out of work hours and, finally, do not ignore inappropriate behaviour.

At Challenge we advocate a three 'A's' mantra to lockdown leadership.

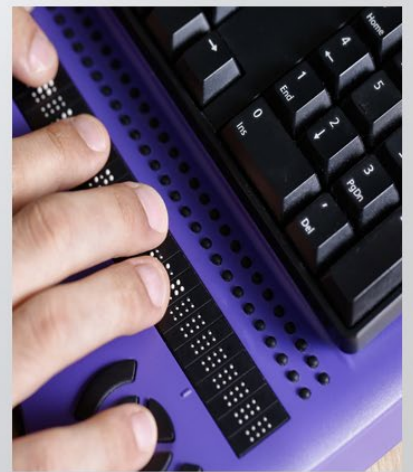
ACCOUNTABILITY



AUTHENTICITY



ADAPTABILITY



Gender Focus – Action

| How is remote working handled in my business? | What changes can I make to level the playing field for all workers? |
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| | |

8. Inclusive human resource policies and practices

In society today, organisations, leadership, discrimination and human resource management are all gendered. The accepted practices and processes involved in hiring, deployment and promotion, and interpersonal relations at work, are also not 'gender neutral'.

It is the conscious or unconscious gendering of such processes that shape advantage, privilege, status and opportunity in organisations. In other words, there may be 'structural discrimination'. It is useful to start by thinking about how you can go about reducing the impact of this in your organisation.

Know where you are – undertake organisational gender analysis; publicise it and set aims and objectives for increasing inclusivity.

Identify and name stereotypes and areas of discrimination and the harm they do both to individuals and the business.

Create and embed equality principles in the governance and human resources (HR) management at your company.

Best practice in HR is about supporting and maintaining an effective workforce. It is useful therefore to remind ourselves of the basic tenets of good HR and those that will contribute to creating an inclusive organisation.

HR exists to provide security to employees, make sure the right people are hired and that teams are able to self-manage and be effective. It also ensures pay is fair and performance managed, be it compensation based, or otherwise. It supports training initiatives and makes sure its training is relevant and available either to all or to those that need it most. At all times striving to create a flat and egalitarian organisation, where information is freely available and easily accessible to those who need it.

We will move on to look more closely at a range of areas in HR that commonly form the backbone of gendered advantage in the workplace and suggest mitigation.

Recruitment and selection

Inclusivity starts, and is most obvious, at the recruitment and selection phase. It can be all too easy to be discriminatory and off putting to the very audiences and candidates you want to attract. Take time to look at how you are promoting vacancies, thinking about the language you use. In shortlisting, are applications anonymised, segmented and are criteria evidenced? At interviews, are recruiters trained in unconscious bias? Are panels balanced, is positive imagery on show?

Once in the workplace, women can face a raft of challenges in forging a career and having a personal life that is largely not the case for men.

A 2017 review of interdisciplinary scholarship in women's leadership¹ from several fields suggested the reasons why, across most sectors, women do not ascend to senior organisational roles:

1. Gender discrimination especially in the ways that leadership is defined to favour masculine-typed traits
2. Stereotyping, prejudice and perceptions of women's illegitimacy as leaders across racial / ethnic groups
3. The lack of accumulated career capital
4. Group structures, composition and organisational contexts
5. The lack of availability of family-oriented work-life practices
6. The lack of goal setting for higher female representation, such as targets, quotas and positive action / diversity reporting requirements

Gendered organisational structure is also manifested in the ways that work is designed and in the conditions it creates. Conditions in which some workers, typically men, can comply with organisational work rules and other workers, typically women, cannot easily comply. This results in problems of work-life balance and women's reduced ability to act on opportunities for participation and leadership.

Such conditions and rules can be better understood by considering the concepts of an 'ideal worker' and therefore a 'maternal wall' in the workplace, as well as the more widely known 'glass ceiling'. An explanation of each of these follows:

The ideal worker

An organisation or workplace structured on the 'ideal worker' assumes that the worker can dedicate their lives to the job, with a related assumption that, if married, the worker is unencumbered by child-rearing or can depend on a wife to fulfil all, or nearly all, family responsibilities.

Because employers often perceive pregnant women and working mothers as having divided loyalties between work and family life, they often assume that women lack the 'ideal worker's' commitment, and thus exclude women from consideration for positions structured for 'ideal' workers.

While women's participation in paid work in organisations has changed considerably in the last 50 years, the male 'ideal worker' norm of full-time work is still implicit in how many workplaces and jobs are structured.

¹ REVIEW ARTICLE: Reasons behind current gender imbalances in senior global health roles and the practice and policy changes that can catalyse organizational change C. Newman^{1*}, P.K. Chama², M. Mugisha³, C.W. Matsiko⁴ and V. Oketcho⁵

Women can still face an often subtle double bind: If a woman is an ideal worker, (how) can she be a good mother? And if a woman is a good mother, (how) can she be an ideal worker?

The 'maternal wall'

Taking this a step further it results in the kinds of practices where managers use maternity as an excuse to not offer opportunities to mothers, pass mothers over for promotion, eliminate jobs during maternity leave or offer a demotion or less desirable work assignments after childbirth and at return to work. The unwritten but widely accepted 'executive schedule' which requires overtime and thereby the marginalisation of part-time workers. It also includes the expectation that workers who are 'executive material' will relocate their families to take a better job.

The glass ceiling

This stops women progressing by initial placement in relatively dead-end jobs, limited or no offer of job assignments that lead to advancement and promotion, or by closer scrutiny of women's performance relative to men's before promotion. This together with a lack of access to informal networks and opportunities for mentoring makes it especially difficult for women to thrive.

Hopefully, you already have a range of policies in place that protect individual rights and wellbeing. But as part of the change in landscape since COVID-19, business leaders should consider how they will practically go about managing these policies.

Grievance and disciplinary - how are you going to handle these? Is it reasonable to do so remotely? Make sure you follow the fairness and good practice of reasonable adjustments, collection of evidence, access to representation, and consider the makeup of your panel.

Maternity - make sure you make reasonable adjustments and carry out risk assessments. Ensure any role changes are fair and lawful. Stay in touch with women before, during and after their maternity leave. Be mindful of the maternal wall and monitor the impact of your decisions.

Leave - be flexible about this. Talk about plans and needs regarding leave from both the perspective of your employee and you as an employer. It is a difficult time for everyone, but communication and being open to ideas is a sound basis for starting to meet everyone's needs and ensuring their wellbeing and continued commitment.

Health and safety - make sure your people have the equipment they need and keep in regular contact to keep track of their wellbeing.

Is it working?

Making changes and having a commitment to creating a more gender-neutral workplace is one thing, achieving it is another. Once you have started your change programme it is vital to monitor your progress. Formal collecting of relevant demographic information regarding recruitment, probation, disciplinary, promotion or bonuses and resignations, will help you monitor your progress and highlight where more effort, training or awareness is needed.

Human Resources - Action

| Which policies and procedures need reviewing or implementing afresh to be more inclusive? | What plans and actions do I need to put in place to achieve this? |
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| | |

Checklist of policies, procedures or documents to be considered for review for greater structural gender parity or in light of the gendered impact of COVID-19:

- Recruitment and Selection, including Induction and Promotion
- 'Into Leadership' policies: e.g. hot housing, graduate recruitment, fast-tracking and internships
- Support and Training
- Harassment and Bullying
- Grievance and Disciplinary
- Consultation Panels
- Maternity Leave
- Leave Entitlement: Annual Leave, Sick Leave, Special Leave
- Dress Codes
- Health and Safety

9. Changing attitudes – the role of the office

Before the COVID-19 pandemic, the wisdom had been that offices were critical to productivity, culture and attracting the best talent. It was thought building inducements, such as corner offices, near to transport / facilities / gyms etc. or with space for parking would entice better candidates.

Whilst this will always remain true for some, the necessary change in work structure has had a big impact on the majority and thereby may have changed the landscape of work forever.

Some recent research by McKinsey found that, of the people they questioned:

80% ENJOYED working from home.

41% say they are **MORE productive** than they had been.

28% are **AS productive** as they had been.

Furthermore, without a commute, many found that they had more flexibility over work life balance, lower costs or ties to expensive areas and prefer to work at home.

The same research found many organisations discovered that they:

- can access new pools of talent.
- have fewer locational constraints.
- can adopt innovative processes to boost productivity.
- can create a stronger culture.
- can significantly reduce overheads.

Broadly speaking this would suggest these changes are likely to become more permanent, at least in part.

Changing Attitudes - Action

| What kind of culture and change of approach is evident in my business? | What can I do to smooth the flow of change? |
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10. Sexual Harassment

Sexual harassment is defined in Greek law as follows:

'When any form of unwanted verbal, non-verbal or physical conduct of a sexual nature occurs with purpose or effect of violating the dignity of this person, in particular when creating an intimidating, hostile, degrading, humiliating or offensive environment.'

Act 3896 of 2010

Such behaviour can come from a variety of sources, including customers of the business, contractors, clients or other members of the public as well as managers, supervisors or other persons in a position of authority or influence.

It is important to note that behaviour or actions can still count as sexual harassment even if the person did not intend it, **it is the effect of the behaviour that matters.**

New media are creating new ways that women are being exposed to abuse. UN woman describes this for us:

'Millions of women and girls are using videoconferences frequently, sometimes daily, to work and study. According to diverse media outlets, social media posts and women rights experts, different forms of online violence are on the rise including stalking, bullying, sexual harassment and sex trolling.'

Examples include unsolicited pornographic videos while they are dialling into a social event via a virtual chat room.'

As we explored earlier, remote working has risen sharply and with it come additional risks of sexual harassment. These include online gestures and comments about someone's body, clothing or appearance, including emailing, texting or messaging sexual content as well as the displaying of pornographic or sexual images that could be seen by others during a call. Bringing this behaviour into the home via online media can increase its impact and the vulnerability of staff.

There are numerous examples of sexual harassment policies freely available, but make sure yours reflects current issues and good practice.

For instance, make sure your policy includes the obvious examples of what constitutes sexual harassment, e.g. requiring an employee to submit to sexual advances as a condition of a promotion, sexual "jokes" and inappropriate touching. Also include the less obvious, such as sexual banter that involves gender biased statements and stereotypes, pregnancy and comments about perceived attractiveness and lack of attractiveness. The role and inclusion of social media in harassment, as well as new ways of working, are emerging in sexual harassment cases, such as the remote working examples we covered earlier.

Finally, it is important that the following are clearly stated from the outset: the scope of the policy, how people are able to make a complaint and how the latter will be handled.

Sexual Harassment - Action

| How could sexual harassment and misconduct happen in my business? | What preventive action will I take to avoid this? |
|--|--|
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11. Your duty of care and supporting survivors

As an employer you formally hold a duty of care to your employees. This duty of care is defined as:

'a general obligation for performance of contractual obligations ... the employer is not entitled to exhibit derogatory, aggravated or diminutive behaviour which could damage the employee's personality and, as a result, cause difficulties in the workplace.'

All employees hold a responsibility to, as far as possible, reduce the likelihood of harm to others from sexual harassment or misconduct or indeed damaging work practices that are, or lead to, bullying or harassment.

You can do this by adopting a clear sexual harassment policy and sharing it with your staff regularly. Adopt a clear sexual misconduct definition, expectations and guidance to make sure a general sexist or sexualised climate is not tolerated.

Make sure your people know about these policies and expectations and that staff and managers are trained regularly on recognising and dealing with sexual harassment and misconduct.

It is vital that all complaints, formal or informal, are taken seriously and not dismissed, diminished or ignored. Make sure you put support in place for all those involved in a case or situation, particularly the survivor of the abuse. This should not just be the line manager - think about providing independent support, including access to mental health resources and counselling.

You can make sure that sexual harassment plays no part in your organisation. Monitor your workplace and look for signs of sexual harassment. It can also be helpful to hire and ensure a diversity of individuals in all positions to balance power dynamics.

Supporting People - Action

| What structures do I have in place to support staff? | What action will I take to shore up that support if and when required? |
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| | |

12. Greek organisations that offer support, mentoring and networking opportunities

Women On Top <https://womenontop.gr/>

50-50 project <https://www.5050project.gr/>

Action Finance Initiative <https://www.afi.org.gr/>

Aelia <https://aelialab.gr/>

The Cube <https://thecube.gr/>

FPower <https://fpower.gr/home>

Impact Hub Athens <https://athens.impacthub.net/>

Mexoxo <https://www.mexoxo.com/>

People's Trust <https://www.thepeoplestrust.org/en>

World Business Women's Initiative <https://womensbusinessinitiative.net/>

Women act <https://women-act.org/>

13. Further Reading

COVID-19 guides

US small-business recovery after the COVID-19 crisis

<https://www.mckinsey.com/business-functions/risk/our-insights/covid-19-implications-for-business>

Guides for remote working, developing virtual teams and attributes of effective remote teams
CIPD (Chartered Institute of Personnel Development)

<https://www.cipd.co.uk/knowledge/fundamentals/relations/flexible-working/developing-virtual-teams>

https://www.cipd.co.uk/Images/developing-virtual-teams-1_tcm18-76431.pdf

https://www.cipd.co.uk/Images/developing-virtual-teams-technical-1_tcm18-76435.pdf

COVID-19 Practical Guide for the HR professional
IES (Institute for Employment Studies)

https://www.employment-studies.co.uk/system/files/resources/files/IES_COVID19_HR_Toolkit.pdf

Further useful articles regarding management and remote working

A model to manage a new remote team
Gartner HR

<https://www.gartner.com/en/newsroom/press-releases/2020-04-14-gartner-hr-survey-reveals-41--of-employees-likely-to->

New rules for remote work

<https://hbswk.hbs.edu/item/the-new-rules-for-remote-work-pandemic-edition>

7 Leadership principles for managing the time of coronavirus
Harvard Business School

<https://hbswk.hbs.edu/item/7-leadership-principles-for-managing-in-the-time-of-coronavirus>

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COVID-19 Implications for business

<https://www.mckinsey.com/business-functions/risk/our-insights/covid-19-implications-for-business>

US small-business recovery after the COVID-19 crisis;

By André Dua, Deepa Mahajan, Lucienne Oyer, and Sree Ramaswamy July 2020

Tracking the Gender Impact of COVID-19: An Indicator Framework by Mayra Buvinic, Lorenz Noe, Eric Swanson

<https://www.cgdev.org/blog/tracking-gender-impact-covid-19>

Resistance to Change

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C. Newman^{1*}, P.K. Chama², M. Mugisha³, C.W. Matsiko⁴ and V. Oketcho⁵

Institutional transformation gender mainstreaming toolkit

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Challenging Attitudes : Changing Practice