

FEMIN-ICT

Project Result 2 – FEMIN-ICT methodology: How to create more gender-responsive ecosystems to work with, learn about and build new technology

Project number: 2021-1-SE01-KA220-VET-000034758

Abstract: This project result contributes to the goals of FEMIN-ICT project to fighting stereotypes and other barriers within institutions that can enable or hinder the participation of women and femininities in the ICT sector, equipping the ICT sector with the necessary skills, tools and knowledge to empower women in ICT and better integrate both sexes in all functions and levels of responsibility. Concretely, to achieve this goal, it has been created a methodological tool which aim is to empower each and every tech-related ecosystem to begin their journey towards creating more gender-responsive policies, practices and operations to support a more and more equitable ICT field in the process.

Definitions:

*ICT: Information and Communications Technology. It covers any job position which produces results that will store, retrieve, manipulate, transmit, or receive information electronically in a digital form (e.g., personal computers including smartphones, digital television, email, or robots).

**Target Group: Women in the ICT sector, women interested in pursuing the ICT sector, employers, labour agencies, academia, municipalities, and the private sector.

***Consortium: IMPACTHUB STOCKHOLM AB (Sweden), IKIGAI(Spain), CSI CENTER FOR SOCIAL INNOVATION LTD (Cyprus), Associazione Co-cò (Italy), Women On Top (Greece), The Square Dot team (Belgium), STIMMULI FOR SOCIAL CHANGE (Greece).

Disclaimer:

This project is funded with the support of the European Commission. The information and views set out in this document are those of the author(s) and do not necessarily reflect the official opinion of the European Commission. Neither the European Union institutions nor any person acting on their behalf may be held responsible for the use which may be made of the information contained therein.

FEMIN-ICT methodology: How to create more gender-responsive ecosystems to work with, learn about and build new technology

Table of contents

About FEMIN-ICT?

Theoretical framework

The WEPs

Gender mainstreaming

The ILO mandate and guidelines

How to use this guide

Key area 1 | Leadership

Key area 2 | Equal Opportunities & Non-Discrimination

Key area 3 | Work/life balance

Key area 4 | Health, safety and freedom from violence & harassment

Key area 5 | Education and Training

Key area 6 | Enterprise Development, Supply Chain and Marketing Practices

Key area 7 | Community Leadership and Engagement

How it all comes together

Change challenges

Suggested resources

about FEMIN-ICT

The gender gap in ICT courses, jobs and functions is a well-documented global phenomenon. FEMIN-ICT aims at **fighting** stereotypes and other barriers within institutions that can enable or hinder the participation of women and femininities in the ICT sector, **equipping** the ICT sector with the necessary skills, tools and knowledge to empower women in ICT and better integrate both sexes in all functions and levels of responsibility, as well as **assisting** all structural, law-making, academic and grass-roots efforts towards closing the gender gap within the ICT sector.

The underlying idea of the project is that by training and supporting the wider ICT ecosystem to embrace gender equality measures and offer spaces, products and services that respond to womens' and femininities' needs, then the ICT sector will be able to attract/absorb/retain/empower more of them and thus become more diversified, equitable and inclusive.

To that end, FEMIN-ICT will offer a unique training and support programme, equipping, on the one hand, ICT Businesses, ICT business ecosystem and public authorities with those skills and tools, to empower women in the ICT sector and integrate the gender dimension in all their practices and, on the other hand, women who are either employed in the ICT sector, or already running ICT businesses, or even unemployed but interested in pursuing an ICT career to initiate or advance their careers in the digital economy.

Through the project's results, we aim to achieve the following objectives:

- ICT businesses as existing and prospective employers will be supported and trained towards fostering a more inclusive working environment.
- Business support ecosystems will be trained and better prepared to provide more gender-responsive services, adopt gender communication and outreach strategies and support women ICT entrepreneurs more effectively, rebalancing their gender gap
- Academic institutions, municipalities and prefectures will be trained and better prepared to design and implement more women-friendly empowerment initiatives and structures, such as upskilling programs, networking activities, co-working spaces and hubs, and community-led ICT projects.
- Women will be empowered to pursue careers in ICT and supported to continue their work and have productive and rewarding careers in parallel to those experienced by their male counterparts.

who is the FEMIN-ICT methodology for?

This tool aims to address the need and equity, diversity and inclusion priorities of:

Employers (i.e. enterprises, businesses, etc.) in the ICT sector, interested in diversifying their ICT staff and wishing to integrate the principles of gender mainstreaming in their everyday work

Business incubators supporting new and small tech start-ups and wishing to endorse gender equality mandates in their practices

Academic institutions and local governmental agents (i.e. municipalities, prefectures, etc.) who aim to support gender equality in the ICT field and wish to incorporate relevant activities in their spectrum of operations

Through this methodological tool we aim to empower each and every tech-related ecosystem to begin their journey towards creating more gender-responsive policies, practices and operations to support a more and more equitable ICT field in the process.

We are looking forward to receiving your impressions, comments and adaptations of this material in order to make it even more effective and inclusive for all.

FEMIN-ICT is funded by the Erasmus+ Program of the European Union.

the theoretical framework

To develop the FEMIN-ICT methodology, WoT conducted an extensive literature review, took into account the findings and conclusions of the project's field research and needs analysis phase and also leveraged its extensive knowledge and experience of the 3 frameworks described below.

the WEPs

Launched in 2010 by UN Women and the UN Global Compact, the Women's Empowerment Principles (WEPs) have been endorsed by the United Nations General Assembly, the G20 and the G7. They provide a platform to mobilize business action for the implementation of the Sustainable Development Goals (SDGs), particularly SDG5 on gender equality and women's empowerment. The seven Principles offer guidance to businesses and organisations on how to promote gender equality in the workplace, the marketplace and their wider community. Informed by international labour and human-rights standards, the WEPs are grounded in the recognition that businesses have a stake in, and a responsibility for, gender equality and women's empowerment and inclusion.

The Women's Empowerment Principles (WEPs)

- Principle 1: Establish high-level corporate leadership for gender equality
- Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination
- Principle 3: Ensure the health, safety and well-being of all women and men workers
- Principle 4: Promote education, training and professional development for women
- Principle 5: Implement enterprise development, supply chain and marketing practices that empower women
- Principle 6: Promote equality through community initiatives and advocacy
- Principle 7: Measure and publicly report on progress to achieve gender equality

gender mainstreaming

Gender mainstreaming has been embraced on a European but also international level as a strategy towards achieving gender equality. It involves the integration of a gender perspective into the preparation, design, implementation, monitoring and evaluation of all policies, regulatory measures and

spending programmes, with a view to promoting equality between women and men, and combating discrimination.

A political commitment to gender equality and the accompanying legal framework are the basic conditions for the development of a successful gender mainstreaming strategy. In addition to concrete objectives and targets, gender mainstreaming requires a clear action plan. Such a plan should take into account the context, satisfy the necessary conditions, cover all the relevant dimensions, foresee the use of concrete methods and tools, set out the responsibilities and make sure that the necessary competences exist to achieve the anticipated results within a planned time frame.

Gender mainstreaming requires both integrating a gender perspective to the content of the different policies, and addressing the issue of representation of women and men in the given policy area. Both dimensions – gender representation and gender responsive content - need to be taken into consideration in all phases of the policy-making process.

the ILO mandate and guidelines

The International Labour Organisation's mandate on gender equality is to promote equality between all women and men in the world of work. This mandate is grounded in International Labour Conventions of particular relevance to gender equality - especially the four key equality Conventions. These are the Discrimination (Employment and Occupation) Convention, 1958 (No. 111), Equal Remuneration Convention, 1951 (No. 100), Workers with Family Responsibilities Convention, 1981 (No. 156) and the Maternity Protection Convention, 2000 (No. 183). The mandate is also informed by Resolutions of the International Labour Conference - the highest level policy-making organ of the ILO - in 1975, 1985, 1991 and the June 2004 Resolution on Gender Equality, Pay Equity and Maternity Protection.

The ILO has a two-pronged approach toward promoting gender equality. First, all policies, programmes and activities aim to systematically and formally address the specific and often different concerns of both women and men, including women's practical and strategic gender needs. Second, targeted interventions - based on analysis that takes into account these concerns and needs - aim to enable women and men to participate in, and benefit equally from, development efforts.

This policy was made operational through an ILO Action Plan on Gender Mainstreaming for Gender Equality, endorsed by the ILO Senior Management Team in November 1999. The five main elements of the action plan to operationalize gender mainstreaming are: strengthen institutional arrangements; introduce accountability and monitoring mechanisms; allocate adequate resources for gender mainstreaming; improve and increase staff's competence on gender; and improve the balance between women and men among staff at all levels.

how to use this tool

You can start reading this guide from start to finish, keeping notes and drawing doodles in the process. Or you can jump at any one chapter and dig deep into what the information and the suggestions it contains could mean for your team, your company, your incubator, your school, your municipality, your organisation.

Our advice, though, is to not read it alone. You may want to familiarise yourself with the content first, but at the end of the day you need to align with key members of your team and to cultivate a common vocabulary with other stakeholders, both within and outside your immediate organisation, if you want to effect real change.

The key areas for consideration and intervention that we have included in this tool are based on the 7 WEPs outlined above, but have also been informed by the needs assessment implemented by the FEMIN-ICT team of partners and by Women On Top's 11-year experience from working on the gender impact assessment of businesses and organisations. Based on all these, we adapted the 7 key areas of the WEPs as follows:

- WEPs key area 7 (Measurement and Reporting) has been incorporated horizontally to all other areas so as to ensure the proper evaluation of any planning and/or action implemented in the context of gender mainstreaming services and/or organisations.
- WEPs key area 1 (High Level Leadership) has been expanded to include the equal representation of women in the highest levels of decision making.
- A separate key area, with two different subsections was also included (Work-life balance, with the subsections of Practices and Infrastructure) to account for the increased need of our stakeholders to design and implement gender-responsive work-life balance structures and policies, both for their staff and often for their beneficiaries too.

Each key area explored in this methodology is structured around 4 main sections or steps:

Why | The “business case” for pursuing it

What | Signs and metrics of progress and success

How | Steps to take to fight resistance and bring about positive change

Who | People and departments to involve

In each key area you will also find separate “focus notes”, to account for the different challenges and opportunities that each of our stakeholders group may be faced with. Our focus notes centre:

- a. Companies

- b. Incubators
- c. Academic institutions and local government authorities implementing upskilling and reskilling programs

Our goal was to design and present this material in such a way that it can easily integrate any useful feedback and/or suggestions that will make it even more helpful to the ecosystem as a whole.

More information, data, best practices and tools can be found in the Suggested Resources section of this guide.

key area 1 | leadership

Equitable and inclusive corporate leadership (both in numbers and in practice) is an integral part of making gender equality a top strategic priority for any company, institution or organisation, big or small. It publicly signals what the goals and the priorities of its top leaders are and creates a high-level framework that outlines how this commitment will become part of the organisation's strategy, its day-to-day operations and its overall culture.

why you need to act

Commitment to gender equality from the top leadership of an organisation sets the agenda on gender equality and will help kickstart, sustain and/or scale initiatives that bring serious results.

On an external level, publicly and transparently communicating this commitment and the ways in which it is being transformed into action can have a considerable impact on employees, customers, other organisations and also suppliers, while contributing to an increased awareness of gender issues among the general public.

Internally, the equal participation, representation and involvement of women on boards, committees or leadership teams:

- contributes to diversity of opinion in decision-making
- eliminates homogeneous thinking (groupthink) and affinity bias
- promotes the more rigorous debating of suggested solutions
- leads to decisions, products and services that better reflect the needs of a diverse consumer group

what you are aiming for

- The makeup of the organisation's board and/or leadership team reflecting the makeup of the organisation's stakeholders
- Top leaders publicly and systematically affirming high-level support and actionable policies for gender equality and inclusion
- Establishing company-wide targets for gender equality and including progress towards these goals as a factor in leaders' performance reviews

Some metrics to track

- Number of public high-level commitments and statements of support by the CEO towards gender equality
- Number/percentage of women on the organisation's board
- Number/percentage of women who are considered for each senior vacancy

how you can go about it

Neither diversity of boards, nor a gender-sensitive organisational agenda are things that can just happen on their own. Both require strong leadership and measurable action to get barriers to women's access to leadership out of the way and effect real change.

Some challenges or resistance you may encounter

- The preferences of your current leadership (the C-suite, the non-executive board, the investors or a global leadership team) lie more with upholding the status quo than with changing it.
- There is a lack of prioritization of gender diversity in board composition or of re-examining promotion processes within the organisation.
- There are prevalent gender stereotypes and biases that decrease the number of women who are considered or hired for top leadership positions.
- There is a documented or perceived shortage of qualified women in male-dominated fields.
- Women's caregiving responsibilities are seen as an individual choice that runs counter to their ambition or real opportunities to progress.

Whether you are a business, a local government organisation or an academic institution, **getting the UN Women's Empowerment Principles signed** by the top leader of your organisation (CEO, General Manager, Dean, Mayor etc.) can be leveraged as a public commitment to gender equality, as an internal signal of change and as a framework for action and success.

Publicising your values in relation to gender equality and D&I may be already in your corporate communication agenda, but **publishing data** about how many women sit on your non-executive board or leadership team and other key metrics can ensure that you remain accountable to your employees, stakeholders or your consumer base, beneficiaries or constituents. Leverage media opportunities, owned media assets, events and internal activities to build a continuous communication loop around transparency and commitment.

If you are subject to any kind of non-financial reporting, don't hesitate to **incorporate gender markers** into existing reporting obligations.

Identifying and/or designating a senior individual who champions the implementation of gender equality policies can help with keeping the gender-related goals and plans in the agenda of the company's leadership through times of crises and/or changes in governance. The organisation can also create a **board-level committee** to develop gender-diversity policies and monitor their implementation to ensure continuity and accountability.

Conducting internal research can help identify and eliminate barriers to female leadership by collecting gender statistics and sex-disaggregated data with a focus on intersectionality. This data can improve the monitoring of women's progression along the organisational pipeline, their participation in training opportunities, their access to key projects and the impact of existing women's empowerment initiatives within the organisation. Conducting exit interviews with board members can also help capture their experience on the board to inform future efforts.

Setting quantitative goals related to women's empowerment and leadership is an important first step. After establishing a baseline on the metrics mentioned above, the organisation's leadership can set ambitious but realistic SMART goals that reflect their commitment to gradual change. This should be followed by putting in place systems to manage for, track and report on results. Organisations can create a stand-alone process to report on the implementation of their gender-related plans or they can integrate gender indicators into existing reporting systems.

How to set and track a SMART goal

The SMART in SMART goals stands for Specific, Measurable, Achievable, Relevant, and Time-Bound.

An example of a SMART-goal statement might look like this: Our goal is to increase the percentage of women on our board to [quantifiable objective] by [timeframe or deadline]. [Key players or teams] will accomplish this goal by [what steps you'll take to achieve the goal]. Accomplishing this goal will [result or benefit].

When setting SMART goals related to women's representation, do not forget to track decision making and the implementation of the accompanying plan for learning and future reference.

Ask and answer:

1. What was the baseline situation?
2. What was the goal or final outcome that was formulated?
3. What were the activities that were implemented?

4. What stakeholders were involved?
5. How did we track and measure progress?
6. What were the main challenges?
7. What success factors, unintended consequences or advice can we identify?

Including gender-related selection criteria for members of a non-executive board or leadership team can be a powerful lever for change at the board level. This may be met with resistance by the existing governance structure -for that reason it is important for gender-related criteria to be incorporated in a wider board diversity policy for ensuring that hiring practices are inclusive and that barriers along the corporate talent pipeline are eliminated. Both the policy and the set of criteria for the recruitment and selection process need to be carefully structured so as not to leave any doubts around whether the selected individuals will be “the best for the job”.

It is also important for all the **selection criteria to be systematically reviewed and re-assessed** so as to remain relevant to the roles of prospective leaders and not perpetuate indirect discrimination in the form of requirements that exclude most women from evaluation.

When recruiting for any leadership position, **using gender-neutral job descriptions, diverse interview panels, and blind résumés** can help with dislodging deep-seated biases from the selection process. Traditional recruitment channels also need to be revisited and a novel approach may need to be used, focusing on reaching a more diverse and representative mix of candidates.

Provide the organisation’s leadership with **training** on the importance of women’s participation in management, eliminating gender stereotypes and biases and creating an inclusive internal culture. Set clear goals around the objectives and frequency of these trainings. Incorporating those sessions into wider “board readiness” and other capacity building programs can help alleviate any resistance around focusing the board’s attention to “soft” issues.

Instituting age and term limits for non-executive board members (where they exist) can help ensure that there will be regular opportunities for new and diverse recruitments in board, leadership and executive positions. This also keeps companies and institutions current and competitive and provides qualified women with more opportunities to advance their careers. Even with age and term limits, though, board turnover can still be slow. The representation of women on non-executive boards can be improved by **adding positions**, and ensuring that they are filled by qualified women with diverse backgrounds, identities and abilities.

Increasing women’s presence in the senior ranks of management and on boards requires focusing on greater diversity in all talent pipelines. **Succession planning** is an important part of ensuring that the leadership team and/or board of the organisation are gender balanced. Succession planning involves:

- a. Monitoring future vacancies
- b. Proactively determining women who would be a good fit for the role
- c. Publicly disclosing these practices for transparency
- d. Making sure that women within the organisation obtain adequate operational and general management experience
- e. Encouraging and preparing qualified women to take on more responsible and visible assignments so as to build on their potential and help them develop their networks.
- f. Offering training, mentoring and/or coaching to suitable women if current practices are not enabling them to progress through the hierarchy
- g. Consulting with professional women's organizations, universities and other organizations with databases of qualified women to identify potential candidates from outside the organisation

Establishing **training, mentoring and/or coaching programs** to support women who want to progress in leadership positions can help with general leadership skills building but also with keeping employees up to date on new work developments, such as developments in the fast-paced tech industry, especially when they have recently been on caretaking leave.

It is important that even after women are appointed to senior management positions the organisation takes **all the necessary steps to ensure that they are successful**, not only for the good of the company and the individual, but also as an example for others to follow.

If leadership positions within your organisation require **mobility and/or frequent travel it is important to:**

- a. Consider more flexible ways of working
- b. Not exclude women with caretaking responsibilities without even considering them for those roles and
- c. Explore providing job placement support or employment options to the employee's partner to ease the impact of relocating the family
- d. Provide work/life balance support for short-term travel such as childcare subsidies, milk-shipping services, an extended travel budget to include family etc.

Focus notes

For businesses: In today's globalized world, it might be a challenge to design and implement region- or even country-specific gender inclusion initiatives when you are part of a multinational corporation. If your data show that the existing policies, procedures and practices don't currently support the creation of an equitable work culture in the country/ies you are responsible for, do not hesitate to raise your data-informed concerns and leverage local stakeholders to propose localised and improved solutions for advancing gender equality everywhere.

For Incubators: As a support structure for other companies and organisations that are just starting out, you should probably broaden your understanding of leadership to include major investors and donors, senior trainers and facilitators, as well as the founders of highly visible start-ups that have come out of (or are still operating within) your structure. These people are often regarded by your other members -possibly even by the wider public- as representatives of your work, which means that the measures to take to ensure an equitable and inclusive leadership should also involve them in the process.

For Local government & academic institutions: For your students, trainees, beneficiaries of your short programs or upskilling initiatives, a mayor, dean, member of council or director are not the only people who are seen as leaders. The teachers and educators you employ or contract are also seen as figures of authority, whose leadership should always be align with your priorities around gender equality and inclusion.

who should be involved

- Apart from the senior leaders of the company or organisation themselves, this effort requires the active participation of other departments such as the HR and Communications, if and when they exist.
- You should also keep in mind that any effective policy for promoting gender equality at any level also requires consultation, particularly with women employees. Ensuring that women's voices are heard and valued in decision making can create an open line of communication that helps counter resistance and gender bias.

key area 2 | equal opportunities & non-discrimination

We can't talk about inclusion, equality and non-discrimination without thinking how we are going to establish a foundation of equal treatment and equal opportunities for people of any gender in the workplace. Even though national legislation and corporate policies often establish these principles from the very beginning, nevertheless organisational structure and culture, norms, unconscious bias and stereotypical views can result in the indirect discrimination or unequal treatment of women and men, individuals with or without caring responsibilities. Removing all kinds of discrimination from corporate policies, culture and practices -in hiring, promotions, wages and benefits- is a critical first step in any organisation's journey towards gender equality.

why you need to act

Treating all individuals and groups fairly, irrespective of their gender, is consistent with international human rights principles and also ensures better outcomes in talent attraction and acquisition, employee retention, engagement and satisfaction, productivity and decision making. It is also, along with most other key areas outlined here, a core pillar of a strong ESG strategy and results.

what you are aiming for

- All employees feeling that they are being treated in a fair and inclusive way that allows them to thrive.
- Women and men being equitably represented in different types of contracts, in different hierarchical levels, and in different professional fields and job roles
- Women and men being paid in a fair and equitable way

Some metrics to track

- Percentages of women/men represented within specific types of contracts or job categories
- Number of women in management
- Level-specific and overall gender wage gap (see Focus Notes for businesses)
- Rates of recruitment/promotion/attrition of women and men
- Employees' and other stakeholders' views regarding the ways an organisation deals with equal opportunity, inclusion, non-discrimination and fair pay (through employee engagement surveys and climate surveys of other stakeholder groups)

how you can go about it

Gender-based discrimination might not always be intentional but can result from a lack of information, unconscious personal and organisational biases, non-inclusive workplace norms, and/or a lack of commitment and or actionable plans for promoting gender equality.

Some challenges or resistance you may encounter

- Indirect discrimination is seen as an inevitable by product of “the rules of the industry” or of the different “choices” employees make outside of work -e.g. “We shouldn’t have to make special concessions for **women** who choose to become mothers”.
- The gender-based professional segregation you encounter in the organisation and/or in the industry you operate in (demonstrating itself in female- and male-dominated departments and/or hierarchical levels) also seems unavoidable and “the way things have always been”.
- You are indeed finding it hard to attract female or male candidates for specific roles within the organisation.
- The notion of wage disparities between men and women is dismissed as these are not necessarily being reflected in their monthly wages, but may come up in their bonuses and/or other non-salary benefits.
- You encounter resistance related to the collection and analysis of gender disaggregated data and/or to the re-evaluation of long standing practices (an “if it isn’t broken, why fix it?” mentality).
- Any gender-based positive action is met with suspicion or outright hostility, ignoring the fact that it is often a necessary tool to address long-standing gender inequality in the ICT sector through proactive measures.

Systematically collecting, monitoring and analyzing sex-disaggregated data can help identify gender-based discrimination -either direct or indirect. Once the analysis of the baseline situation is in place, an organisation can use this practice to also analyse **its policies and operations** through a gender lens and correctly diagnose gaps, risks and opportunities. In this way it can create an action plan, complete with SMART goals and steps, to achieve the change it is aiming for.

Periodic employee engagement surveys should examine people’s views about corporate policies on equal opportunity, inclusion and non-discrimination, as well as about the barriers that are preventing women from developing professionally. At the same time, it is important to have in place **an accessible mechanism** for employees to file any complaints on discrimination on an ongoing basis.

Establishing an equal employment opportunities (EEO) policy helps guarantee equal opportunities in all terms and conditions of employment, including recruitment, hiring, promotions, transfers, reassignments, training, career development, benefits, and separation. Such policies can include provisions on workplace sexual and non-sexual harassment and bullying. Implementing an EEO policy can also provide companies with some protection against discrimination lawsuits. Your organisation may already have a diversity and inclusion policy, but this is not enough unless it also specifically focuses on gender issues of equality and inclusion.

Targeted efforts to help individuals and teams manage gender bias in the recruitment and promotion process help to encourage women to apply for challenging positions and makes them more likely to be selected. These efforts may include:

- a. Sensitising and training HR staff and team leaders on the prevalence, risks and effects of unconscious bias in employee hiring, promotion and retention.
- b. Paying attention to the phrasing of job descriptions or ads, to eliminate language that reflects gender stereotypes. This kind of language is often picked up by female candidates who conclude that only one gender should apply. Reviewing descriptions through a gender lens can result in male-dominated opportunities attracting more women candidates than they would normally do.
- c. Requiring that both men and women get shortlisted for every open position. This will need to involve any third-party partners, such as executive search firms, in the process.
- d. Running recruitment campaigns specifically targeting women. These can have a considerable impact on the numbers of women applying for jobs or training/entrepreneurial opportunities. The same holds true for male-targeted campaigns, for areas where men seem to be underrepresented.
- e. Using a set of similar interview questions for both male and female applicants. Reviewing the wording of questions to ensure they do not favour one gender or the other.
- f. Aiming for balanced selection committees (40/60 of either sex) to help counter gender bias.
- g. Ensuring that all recruits, including women, are offered challenging and visible work or learning assignments since the beginning of their journey. These will allow them to demonstrate their potential early on.
- h. A fair and objective performance review process that uses relevant and transparent criteria to prevent the use of double standards (e.g. favouring men for their potential rather than their track record, rating women on traits unrelated to their work performance etc).

Discrimination beyond numbers

Can discrimination be observed in qualitative rather than quantitative contexts? Master Suppression Techniques, which were developed by the social psychologist Berit Ås, offer a good example of such an approach. Awareness of these techniques can be helpful for identifying discrimination and oppression

in work, entrepreneurial and learning spaces. Familiarising ourselves with the concepts can help to prevent and/or avoid their use.

The Master Suppression Techniques

1. Making a person seem invisible by ignoring them or their ideas.
2. Ridiculing a person by constantly degrading and making fun of them, their social group or their ideas.
3. Withholding information and keeping someone out of decision-making processes.
4. Constantly criticising a person, regardless of what they actually do.
5. Victim blaming: when someone starts to notice they are being oppressed, blaming them for it.

Taking steps to understand the organisation's internal wage gap and to actively invest in bridging it is a critical part of eliminating discrimination. To that end, organisations need to:

- a. Determine the value of different work functions, using gender-responsive and objective criteria, and review periodically. This process takes into account a variety of factors such as skills, effort, responsibilities and working conditions.
- b. Establish and implement a holistic equal pay policy. Also establish a pay transparency policy that empowers individuals to have an informed say on their wages but also works for the organisation's culture.
- c. Establish periodic equal pay reviews, that include basic pay, overtime and bonuses.
- d. Treat the findings of the first review as a baseline and create a plan of action to address the existing gap.
- e. Consider allocating a special budget to eliminate disparities in wages between women and men.
- f. Explore various possible explanations for the source, nature and likely causes of any gaps between women's and men's pay.
- g. Support collective bargaining.
- h. Stop requesting pay history and basing current wages on previous ones as this practice perpetuates the existing pay gap.

Why is pay transparency important?

Transparency is crucial for eliminating pay inequality. Why?

- It provides employees with the confidence that their wages are fair and non-discriminatory
- It gives them motivation for greater productivity
- It facilitates discussion, both internally and externally and promotes knowledge-sharing

- It helps both employers and employees obtain the information necessary to assess gender discrimination and rectify pay gaps, as well as negotiate fair remuneration, individually or through collective bargaining
- It reduces the risk of unequal pay claims being made against companies
- Not disclosing pay can reinforce gender discrimination in business practice and create doubt and mistrust among colleagues or between employees and employers.

Encouraging fathers to take time off for caring responsibilities helps ensure that the pay and promotion losses that often occur after a period of caretaking leave does not always fall onto the shoulders of women (motherhood penalty).

Remote or hybrid ways of working should not be used as an excuse to pay out-of-office employees less than those who are present in the office. Also organisations should take care to provide remote employees with equal facetime with their supervisors to allow for equal professional development and/or promotion opportunities.

Set a SMART goal for increasing a 30% or greater representation of women in decision-making and governance at all levels and across all business areas in an organisation.

Focus notes

For businesses: Pay equity doesn't just involve equal pay for work of equal worth, it also means eliminating disparities between the average pay level of men and women, that are indicative of a considerable hierarchical gap (vertical segregation). On the other hand, an overall figure may obscure pay inequalities at different levels within the organisation, which means that every company should examine pay disparities across different employee categories and pay bands.

For Incubators: For incubators, the discussion around non-discrimination, equal opportunities and fair pay should include not just the employees and contractors working in and for the organisation but also its beneficiaries -founders and entrepreneurs who, in one way or another, participate in the incubator's activities. Selection criteria, equal training and visibility opportunities, as well as a culture that promotes fairness amongst beneficiaries are essential building blocks for the successful implementation of key area 2 in incubators, accelerators and other business supporting structures.

For Local government & academic institutions: Because of their legal structure and connection with the public sector, local governments and even academic institutions often rely on blanket policies that govern their operations to abscond themselves of the responsibility to better understand indirect discrimination, unconscious bias and other issues that prevent groups and individuals from reaching their full potential. However, actively trying to understand those issues is an integral part of building a

truly inclusive culture and for piloting equality initiatives that may be unprecedented for the public sector.

who should be involved

- Anti-discrimination and equal opportunity policies and practices, an organisation needs to establish an ongoing collaboration between management, employees (both in-office and remote) and their representatives, as well as external stakeholders and/or independent experts. All parts have an important role to play in helping shape structures and culture according to the specific needs and profile of the organisation.
- What's more, consulting with managers and employees from all job functions on the application of the resulting policies promotes engagement and ownership.

key area 3 | work/life balance

Work/life balance is an increasingly important issue in today's society and the job market, and an intimately intertwined one with gender equality and women's economic empowerment. Making workplaces, entrepreneurial support structures and academic spaces inclusive for women and people with caring responsibilities, especially in the high-paced environment of the ICT sector, can help an organisation achieve gender diversity, which in turn, can spur innovation. At the same time, organisations need to be aware of the importance of designing and implementing measures and policies that apply to all staff and not just to working parents and/or carers.

why you need to act

It is long established that diversity encourages innovation, enhances performance and gives companies a competitive edge. A [study](#) by the Boston Consulting Group in cooperation with the Technical University of Munich showed that increasing diversity can enhance an organisation's capacity to innovate by some 2.5%. As the burden of unpaid work falls disproportionately on women, designing and implementing work/life balance policies can bring any company, incubator or academic/learning institution one step closer to gender diversity.

What's more, in today's competitive ICT job market, making workplaces inclusive for people with caretaking responsibilities, as well as people who value work/life balance, regardless of whether they are caretakers or not, enables organisations to tap into a larger talent pool.

Investing in work/life balance and family-friendly policies ensures that employees, beneficiaries, students and other stakeholders with care responsibilities feel supported and valued, thus increasing retention and engagement, reduces absenteeism, and lowers recruitment costs.

Implementing work/life balance and family-friendly policies, such as flexible work arrangements and encouraging the uptake of parental leave by men and women alike, enable working and learning parents, especially mothers, to advance in their careers, thus improving gender equality KPIs within organisations.

What's more, during leave, parents develop transferable skills (conflict management, multi-tasking, time management, and financial responsibility etc.) that are valuable, but not always recognized, in a work or learning setting. Organisations that retain parents, either as employees or as beneficiaries, have only to gain from these newly acquired or improved skills.

what you are aiming for

- All employees, irrespective of their employment status, having a good understanding of and access to quality work/life balance provisions and feeling comfortable making use of these benefits.
- The organisation's culture actively discouraging overwork, protecting its employees, students and other beneficiaries from burnout, and actively supporting a balanced approach to work.
- Female and male employees being expected to contribute equally to their caretaking responsibilities and women facing no discrimination, related to their roles as carers, when it comes to getting hired, paid equitably or promoted within the organisation. At the same time, fathers not being "punished" when making use of paternal leave or any other family-friendly measures.

Some metrics to track

- Employees' views on and satisfaction from work/life balance policies and practices
- Number of women and men using work/life balance and family-friendly policies¹, with a focus on individuals in management and leadership roles
- Maternity, paternity and family leave length and entitlements
- Number of women and men taking up parental leave
- Number of women and men returning to work after parental leave
- Average duration of leave for women and men
- Rates of attrition and intended attrition for women and men
- Financial and non-financial resources dedicated to communicating work/life balance and family-friendly policies

how you can go about it

As is evident from the suggested metrics table above, collecting, tracking and analysing gender disaggregated data regarding the use of work/life balance policies is a critical first-step towards positive change. This data can help organisations design and implement effective measures and practices, such as:

¹ Sick leave, part-time working, flexible working arrangements etc.

Some challenges or resistance you may encounter

- Restricting of addressing work/life balance policies mainly to women. By not involving men in the economies of care inside and outside an organisation, we inadvertently perpetuate a cycle of inequality in professional development and pay.
- Male employees who take advantage of paternity leave policies may be viewed as less committed employees. This stigmatisation can deter other fathers from taking advantage of existing policies.
- You may observe that gender stereotypes get reinforced, rather than challenged, when organisations offer flexible work or learning arrangements but continue to favour working long hours on-site, while women disproportionately utilise flexible working or studying arrangements.
- As not all employees are parents or carers, all staff members need to feel that the initiatives designed and implemented take into account everyone's work/life balance struggles and they are equally accessible to all.

Implementing periodic needs assessments before just announcing one-size fits all work/life balance strategies. Different groups may have different needs and organisational leaders can gain insight into the needs of their employees and beneficiaries in a number of ways, such as:

- a. climate surveys (anonymous or not)
- b. focus group discussions
- c. interactive workshops
- d. exit interviews

This kind of assessment should also be used to monitor and evaluate the effectiveness and value of each implemented initiative or policy.

Expanding and/or formalising flexible working arrangements to make sure that employees using them are not penalised for doing so. Consider scheduled flexibility as an option: for example, one team may decide that all members will work for a certain timeframe in the morning, so they can collaborate and work on projects together and then each member can fill in the remaining work hours as it fits their schedule.

Introducing other benefits/concessions for employees whose positions are not eligible for work from home solutions.

Designing and implementing self-care initiatives for all employees (exercise incentives, extra personal leave days, psychological support hotline).

Encouraging leaders to act as work/life balance role models. This is a critical step towards ensuring that all individuals feel included in the overall HR strategy of the organisation. Leaving the office on time, using up holiday time and vocally exercising the right to disconnect, can really make a difference in fostering a culture that actively supports care.

Broadening leave eligibility to part-time, short-term, contract, seasonal, temporary workers and other beneficiaries. Making sure that caretaking leave and flexible working provisions are equitably offered to all individuals prevents discrimination and builds a more open, fair and inclusive organisational culture.

Avoiding taxing employees with excessively long hours and unpredictable overtime and/or scheduling work on days of rest.

Training team leaders in managing and addressing the stigma and bias against carers at work. This is a great step to prevent discrimination against pregnant women and workers, students or beneficiaries with family responsibilities, in hiring, job assignment, training, promotion, conditions of work and separation.

Using inclusive language and/or removing gender from caregiving roles. Even a slight change in wording can contribute to a gradual change in perceptions around the roles of men and women both inside and outside the organisation. Language can also be a powerful tool for reframing caring responsibilities not as an obstacle to career development, but as a benefit and opportunity for the company.

Temporary work modifications to accommodate pregnant employees: these can include flexible work arrangements to accommodate doctor appointments and periodic rest, uniform alterations, relaxed food and drink policies, and a ban on no-sitting policies. If risks cannot be eliminated and such provisions cannot be made, employers should offer paid leave in accordance with national laws, regulations or practice.

Normalising parenthood within the organisation. From gifts for newborns to celebrating important family milestones, you can send the message that work and parenting can co-exist.

Actively promoting the uptake of paternity and parental leave by fathers, especially those in very high, really visible hierarchical positions. This can encourage the equal sharing of care work between men and women, both at work and at home. This can be achieved through:

- a. Awareness-raising campaigns
- b. Circulation of informational material
- c. One-on-one conversations with parents-to-be, regarding the future parental leave arrangements
- d. Earmarking leave entitlements (making them individual, non-transferable or compulsory)
- e. Fostering a corporate culture that values family responsibilities and the equal uptake of leave between parents

f. Encouraging men who have taken leave (especially those on high-ranking positions) to act as ambassadors

Offering a wide range of leave options to ensure full employee coverage with, at least, the minimum of guaranteed paid maternity and parental protection set out by national legislation.

Providing longer paid parental leave, as well as extended maternity and paternity protection, than legally required to encourage uptake. Establishing and meticulously implementing policies related to parental leave, as well as flexible work arrangements, helps ensure that women with care responsibilities will be able to easily re-enter the workforce and advance along the corporate pipeline.

Offering parents a robust pre-leave program in order to boost employees' engagement and productivity. Pre-leave programmes allow employees to reduce their workload gradually, begin their leave a few weeks before a child's arrival, choose to telework, or to work part-time. This allows them to adapt to spending more time away from work but also prepares colleagues for their departure.

Facilitating a smooth return to work after leave. Re-entry programmes may include a staggered return with remote working for a couple of days per week or part-time working for the first couple of weeks as well as flexible time arrangements. Re-entry programmes can also offer skills-building and training to ensure that employees are up to date on new work developments and/or provide support services such as a buddy system (partnering a returning parent with a parent who has successfully returned to work after parental leave) to assist parents in re-adjusting to the workforce.

Establishing "leave liaisons", clear boundaries and guidelines as well as a carefully designed communication plan (what will be discussed, frequency and mode of communication) with employees on leave. This can help parents stay connected to developments happening in their line of work while they are away. However, safeguards should be put in place to avoid pressuring the employee to work during maternity, paternity or other types of caretaking leave.

Supporting breastfeeding in the workplace. Providing paid breaks or reducing daily working hours for breastfeeding mothers is essential.

Making sure that the initiatives and measures implemented are intended for the long term. This gives time to employees and management to adapt to a new working culture as well as to a new set of behaviours. If work/life programs change repeatedly, employees may become wary and not engage at all and the results and goals set will not be as expected.

Focus notes

For businesses: The world of ICT is one of the most innovative and flexible sectors in business, setting

the perfect stage for organizations to experiment with new tools and methods. With agility and innovation being the sector's basic values, start-up teams (as well as bigger companies) can experiment and run trial and error tests on various initiatives. Up until now, innovative thinking has been mostly limited to product and service development, but who is to say that HR teams should be left out of the innovation bandwagon? They can run pilot projects and short-term initiatives, evaluate them and roll out the ones which scored higher -all with the help of the technological resources that a company in the ICT sector can provide.

For incubators: In order to attract more women in their support structures, incubators and accelerators need to ask themselves whether their scheduling of pitches, networking events, competitions as well as typical trainings is friendly and accessible to those with caring responsibilities. If, for example, most of the incubator's networking events are set in the evening, it is possible that fewer carers will be able to attend. Keep gender-disaggregated data for all those opportunities and ask your members, as well as potential beneficiaries, what could be done (and scheduled) differently. For your own teams, make sure to frequently check in with your staff and colleagues. This will help you stay ahead of potential issues, like burnout. Finally, consider offering work/life balance training for your start-up teams.

For local government & academic institutions: Taking into account the caring responsibilities of all target groups, when scheduling programs or upskilling initiatives, is very important for local government and academic institutions. Equally important is to promote real-life role models with caring responsibilities who have managed to go through a program and/or graduate from a high-paced degree. These work/life ambassadors can share their stories and their support systems in order to encourage more students and beneficiaries to take the next step. The same applies for showcasing the success stories of academics, making sure to focus on best practices from academic institutions that have supported them along their way. Local government officials can also use their position to open a dialogue about the importance of work/life balance and advocate for systemic change.

who should be involved

- The role of team leaders, as well as members of top management, is critical for the successful implementation of work/life policies and measures. They can act as role models for the uptake of such measures, as ambassadors for the equal sharing of caring responsibilities, as well as gate-keepers and checkpoints for their team members' needs.
- HR teams must be assisted by their technology-oriented colleagues in order to be able to design, implement, test and assess work/life balance tools. HR professionals can also network with and reach out to other companies in the sector in order to bring in best practices from around the field.
- Internal communication teams should also assist this effort by making sure that all departments and employees remain informed about the benefits they are entitled to as well as the work/life balance policies of the organisation.

key area 4 | health, safety and freedom from violence & harassment

This key area highlights employees', students' and other beneficiaries' rights to safety and freedom from violence in the workplace as well as the differing needs that sometimes women and men have when performing certain tasks. For instance, the body structure of most women is different than that of most men, which means that certain pieces of workplace equipment need to be designed accordingly. Preventing and trying to eliminate safety hazards and sexual harassment in the workplace is key to create a safe working environment, free from discrimination, for all.

why you need to act

Despite global recognition of the scale and impact of sexual harassment in the world of work, this remains a persistent and pervasive problem that disproportionately affects women in all jobs, occupations and sectors of the economy, especially (according to global research) male-dominated ones.

Sexual harassment can have serious consequences for the victim, for their colleagues, for the organisation and for society as a whole. It affects a person's psychological, physical and sexual health, their dignity, their family and social lives. It can result in emotional distress, depression, post-traumatic stress disorder, sleeplessness, anxiety and physical health issues. Colleagues who witness sexual harassment are also affected by the environment of fear and intimidation that harassment creates. This may result in lower productivity and increased absenteeism.

What exactly is sexual harassment?

Types of sexual harassment

Quid pro quo: Any physical, verbal or non-verbal conduct of a sexual nature affecting the dignity of women and men, which is unwelcome, unreasonable, and offensive to the recipient. In quid pro quo cases, a person's rejection of, or submission to, such conduct is used explicitly or implicitly as a basis for one or more decisions that affect that person's job.

Hostile work environment: Conduct that creates an intimidating, hostile or humiliating working environment for the recipient.

Forms of sexual harassment

Sexual harassment can take different forms that include, but are not limited to:

- Attempted or actual sexual assault, including rape.
- Sharing or displaying sexually inappropriate images or videos in any format.
- Sending sexually suggestive communications in any format.
- Sharing sexual or lewd anecdotes or jokes.
- Making inappropriate sexual gestures, such as pelvic thrusts.
- Unwelcome touching, including pinching, patting, rubbing, or purposefully brushing up against another person.
- Staring in a sexually suggestive manner.
- Repeatedly asking a person for dates or asking for sex.
- Rating a person's sexuality.
- Making sexual comments about appearance, clothing or body parts.
- Name-calling or using slurs with a gender/sexual connotation.
- Making derogatory or demeaning comments about someone's sexual orientation or gender expression.

Sexual harassment can happen outside the workplace and/or regular working hours, including during travel or social functions related to work, as well as through work-related communication. It can be perpetrated by anyone -supervisors, colleagues, subordinates, clients, customers, service providers or members of the public.

More often than not, sexually harassing behaviour gets exacerbated when gender intersects with other dimensions of inequality such as race and ethnicity, age, disability, sexual orientation and migration status, among others.

When sexual harassment cases don't get resolved in an effective and timely manner, victims can feel forced to resign from their jobs. This often proves to be a considerable barrier to the professional advancement of women, especially in the male-dominated tech sector. Women who refuse sexual engagement often find that their opportunities for learning, advancement and mentorship are hampered. Moreover, sexual harassment can diminish the quality of the victim's performance and hinder progress on gender equality.

But sexual harassment also comes with a high cost for businesses and their bottom line: lower profitability, damage to internal relations and workers' engagement, and damage to the organisation's reputation are just some of the negative effects that sometimes go unnoticed, until it is too late to get the reversed.

Harassment isn't the only hazard

Apart from sexual harassment prevention, this key area also involves:

- taking into account differential impacts of workplace practices on women and men
- providing safe working conditions and protection from exposure to hazardous materials
- disclosing potential risks, including to reproductive health
- striving to offer quality health insurance and ensure equal access for all employees
- respecting employees' and beneficiaries' rights to time off for medical care for themselves and their dependents
- identifying and addressing security issues, including the safety of women when travelling to and from work on company-related business
- undertaking an assessment of whether the organisation's current infrastructure is gender-sensitive: segregated toilets, changing rooms, nursing facilities available to staff, kids' rooms etc.

what you are aiming for

- Health and safety measures being designed and evaluating through a gender lens
- Appropriate prevention measures mitigating the risk that gender, cultural or social norms tacitly condone or perpetuate sexual harassment
- A trustworthy, confidential and independent system delivering swift, complete and fair investigation of harassment and other safety complaints, as well as just resolutions and appropriate remedies.
- Everyone in the workplace feeling confident that action will be taken and that survivors, complainants, witnesses and whistle-blowers will be protected from retaliation.

Some metrics to track

- Number of health and safety complaints/violations
- Number of sexual harassment complaints
- Number of sexual harassment cases that get resolved without further victimising survivors
- Employees' views on the organisation's capacity to prevent and handle sexual harassment cases
- Hours of training related to sexual harassment prevention and other health and safety issues, with a focus on people managers

how you can go about it

The adoption of an inclusive, integrated and gender-responsive approach is crucial to eliminating violence and harassment in the world of work and to ensure that all health and safety requirements also take into account the differing needs of men and women employees, students and beneficiaries. Effectively tackling this issue requires companies to develop and enforce comprehensive policies, procedures and training.

Some challenges or resistance you may encounter

- Health and safety issues, but most of all sexual violence and harassment are considered, even today, taboo by a disconcerting number of companies and organisations. The “these things don’t happen around here” mentality is indicative not just of the ignorance or learned avoidance that often surround this issue but also of the unwillingness of organisational leaders to take up ownership of all prevention measures and policies.
- Despite the frequency with which it occurs and its costly consequences, you may also find that sexual harassment remains under-reported. Reasons include lack of awareness about what constitutes sexual harassment, a fear of retaliation, lack of effective handling or reporting mechanisms, and stereotypes that lead to victim blaming instead of sanctions for the perpetrator.

Ongoing health and safety risk assessments help ensure that workplace health and safety standards match employees’ and beneficiaries’ needs, through a gender lens. This should include addressing concerns of whether specific tasks (such as heavy lifting or exposure to chemicals) may pose a risk to a parent or child. Critically evaluating concerns through open dialogue with immediate actions to address workplace health and safety risks is an important step towards providing a safe work environment for all.

Defining sexual harassment as unwelcome sexual conduct in the work or learning environment and complementing this definition with examples of unacceptable behaviours is a good starting point for establishing that such phenomena will not be tolerated. It is equally important to acknowledge that sexual harassment is a form of human rights violation and gender-based discrimination, which often intersects with other dimensions of inequality (race, ethnicity, age, disability, nationality, religion, sexual orientation and other social vulnerabilities such as poverty).

Any zero-tolerance policy should specify the rights and responsibilities of the employees and the employer, including the right of any employee to remove themselves from a violent or harassing situation without fear of retaliation. The workplace anti-harassment policy should be in accordance with other organisational policies such as EEO policies, collective agreements and employee codes of conduct.

Investing in preventing sexual harassment rather than just responding to it means that all employees, students and beneficiaries must actively participate in combatting this issue along clear lines of accountability and transparency. This also involves cultivating a safe, respectful and equitable organisational culture by fostering collaboration and empathy and promoting gender equality and diversity.

Assessing different risk factors associated with violence and harassment, in a transparent way, will help ensure that all policies, procedures and training will address the real challenges within any organisation. Workplace risk assessments should take into account factors that increase the likelihood of violence and harassment. Particular attention should be paid to hazards and risks that arise from:

- working conditions, such as precarious work arrangements
- human resource management
- third parties such as clients, customers, service providers, users, patients and members of the public
- other forms of discrimination
- abuse of power relations
- gender and age
- cultural and social norms that support violence and harassment

Most risky work and learning spaces

Sexual harassment can be more prevalent in certain sectors, occupations and work/learning arrangements. These include workplaces and learning spaces:

- With low gender diversity²
- In frequent contact with the public
- Where alcohol is frequently served
- With non-standard hours
- Where people work alone in relative isolation or in remote locations
- Where the performance of individual contributors may be over-valued despite their problematic behaviour

Anonymous staff surveys that include questions about the safety of their workplace environment, can provide management with meaningful data on employee views and experiences around sexual harassment. This can also help draw management attention to teams or departments with high-value

² A male-dominated workplace or learning environment poses risks, as do female-dominated occupations with gender stereotypical roles of care and service, in which women are seen as subservient. Taking steps to increase gender diversity at all levels and addressing power imbalances can help to reduce vulnerability.

employees whose behavior is inconsistent with the company's stated values and code of conduct but is nevertheless tolerated and/or encouraged.

Establishing grievance mechanisms for staff and management helps make clear that victims will be supported and perpetrators will be held accountable. Reporting procedures for incidents of sexual harassment need to be aligned with international labour standards that comply with or go beyond local employment laws and policies. These should describe how workers can make complaints through formal and informal channels. All complaints must be promptly, thoroughly and respectfully investigated and/or resolved, without re-victimizing survivors.

Information on complaint and investigation procedures must be easily accessible to all, including people with disabilities. **Actively disseminating information to all employees** and making sure that everyone knows and understands the policies and procedures in place goes a long way towards establishing that there will be no risk or fear of retribution if people intervene as bystanders.

Ombudsperson systems or independent outside counsellors should act in an informal, neutral and confidential manner, with only a limited number of people (1 or 2) aware of the issue. This can empower victims, giving them the information and space they need to think through their options and decide what action to take.

Victims should be treated with respect and be reassured that they are not to blame for experiencing sexual harassment. They also need to be supported throughout any grievance or investigation process, and be offered remedies and compensation for material and non-material damages where appropriate. A victim-centred approach to investigation should secure the victim's informed consent before taking any formal measures. However, under certain circumstances, an employer's responsibility to their employees may by law require some action to be taken without the consent of the victim.

Any investigation process should be discreet, prompt and thorough, with clearly defined time limits. It should also be equitable: if perpetrators are allowed a lawyer or union representative, survivors and witnesses should also be allowed the same.

Sanctions should be clearly set out by organisational policy and be proportional to the behaviour in question and consistent with previous cases. Depending on the context and national law, these can include: verbal or written warnings, a direct apology, dismissal, mediation, coaching, counselling or supervision. It is important to make sure that perpetrators are not simply re-assigned, particularly when such reassignment involves any kind of promotion. Even before sanctions, it is important for the policy to describe what interim measures will be taken by the organisation to protect the victim, e.g. relocating the alleged perpetrator's workspace or putting them on administrative leave.

Training, guidance and awareness-raising for managers, supervisors and employees (male and female) must happen periodically to ensure everyone understands the nature and risks of sexual harassment as

well as how to tackle it. Frequent, in-person, interactive training seems to be the best approach, particularly when it features content that is tailored to a specific department, company or group of employees. Training should be evaluated to assess its short- and long-term effectiveness.

The most effective initiatives include training for managers on **recognizing early signs of harassment and intervening swiftly, as well as bystander intervention programmes** which teach bystanders to step in when someone is behaving inappropriately.

Holistic policies on sexual harassment, should also include measures to **address domestic violence**: awareness-raising, paid leave for victims, flexible work arrangements, temporary protection against dismissal for survivors and referral to public support mechanisms.

Identify high-profile male executives who can become allies, speak publicly against sexual harassment and encourage teams across departments to support victims and hold perpetrators accountable.

It is important to monitor and evaluate the effectiveness of any policies and procedures relating to sexual harassment. However, any effort or initiative to prevent and tackle sexual harassment must be given **adequate time and resources to be effective**.

Focus notes

For businesses: Sexual harassment and other occupational hazards are now increasingly happening online, mainly during the accelerated digitization of work and the prevalence of remote working arrangements. ICT companies can become pioneers and thought leaders in this realm by spearheading the effort to create more safe, gender-inclusive digital products and services that expand cyber-security thinking to include gender-related issues and concepts.

For incubators: Even small and medium organisations such as incubators and accelerators have the potential to influence societal norms and behaviours on gender-based violence and harassment through advertising and campaigning, particularly when these issues align with core business aims -as is the case for companies and organisations supporting female entrepreneurship.

For local government & academic institutions: Because they are shaped by the inherently skewed power balance of teacher-student relationships, learning environments, both formal and informal, are especially vulnerable to sexually harassing behaviours. The intermittent and decentralised nature of lifelong learning processes makes it even more important for academic institutions and other learning environments to design and implement robust but also innovative prevention policies and practices to support gender-inclusive cultures during what is often their beneficiaries' most formative years.

who should be involved

- Creating the right culture and ensuring the health and safety of all employees must begin with and involve the highest level of management, including the board of directors. Senior executives play a key role in setting the agenda at the top, empowering workers to raise concerns and treat everyone fairly.
- Apart from the HR department, all sexual harassment, health and safety policies and procedures must be developed in consultation with workers' representatives, taking into account the views of a diverse set of employees (including women) and managers.

key area 5 | education and training

This key area includes everything related to employees', students' and beneficiaries' access to quality education and training, in the context of their employment and/or studies. Training programs that support women's professional development can and should also be complemented by networking and mentoring initiatives.

why you need to act

On-the-job training, networking, and career development are interconnected. Therefore, any gender equality-related goal, in every industry and in entrepreneurship, should be complemented by equal opportunities for women and men in capacity building.

This is especially true for skills that involve new technological tools and ways of working. Rapid technological changes are significantly impacting the world of work, with severe implications for the future of gender equality, especially in the ICT sector. Technology adoption could displace millions of women from their clerical and administrative or caretaking jobs and many others will need to change the way they work. Lifelong learning policies and practices that encourage women, inside and outside of organisations, to expand their skills can help prepare them to meet the challenges associated with the changing world of work.

On a different note, training for all employees about prevalent and persistent gender issues as well as on how their organisation is advancing gender equality can help connect everyone around shared values, build skills that promote inclusion and ensure compliance with company policies.

what you are aiming for

- Workplace policies and study programmes that make way for the advancement of women at all levels and across all business areas
- Women and men having equal access to company-supported training
- Women and men enjoying equal opportunities for networking and mentoring
- Employees and executives exhibiting high-levels of awareness and capacity around gender issues and the way their organisation works to tackle those

Some metrics to track

- Hours of role-based training (gender disaggregated)
- Hours of mentoring (gender disaggregated)
- Hours of gender-related training (gender disaggregated)

how you can go about it

Either as and ICT-related business, an incubator/accelerator or as a learning institution, there are a few steps you can take to build a gender-responsive, inclusive training and learning culture.

Some challenges or resistance you may encounter

- Differences in the amount of training and mentoring that men and women in an organisation get may be attributed exclusively to individual preference or choice -sometimes these KPIs have never even been set or tracked before.
- The roles that women usually take on within the organisation may not be considered as worthy of development opportunities as men's jobs are.
- Training opportunities may not be equally accessible to women and/or people with caring responsibilities, due to scheduling and other practical matters (distance, inaccessible terminology etc.)
- There may be very few employees and executives at any level of the organisation who possess a good working knowledge around gender issues and who can transmit this knowledge and understanding across their teams and departments. Or these issues may be labelled as "soft" or unimportant by senior management or team leaders and thus marginalised within the organisational culture.

Organisations can set SMART goals for the inclusion of female colleagues in training and talent development. Systematically collecting gender-disaggregated data on training participants and reviewing those data is a critical part of the process. When women and men do not benefit equally from training opportunities, organisations should try to understand the reasons behind this discrepancy. Then they can take steps such as:

- tackling barriers to women's participation
- giving priority to women trainees in cases of equal merit
- making sure that training opportunities (topics, venues, times, etc.) are accessible for employees with family responsibilities
- creating training, mentorship or career advancement opportunities specifically addressing women

For target populations with family responsibilities, an organisation should consider measures and structures that could support those individuals to focus on their professional development while caring for their dependents. **Childcare spaces and/or care subsidiaries** are very good tools to achieve this goal.³

Organisations in male-dominated fields, such as the tech sector, can promote women's inclusion in the and boost the availability of skilled female talent by partnering with universities, CSOs and schools to **encourage women's and build girl's interest and capacity** in male-dominated professions.

Climate surveys can be very helpful in identifying needs and gaps in employees', students' and beneficiaries' learning opportunities and experiences, especially when there have been discrepancies identified in the training realities of men and women.

Businesses, incubators, local government agencies, and academic institutions, should strive to design or use **gender-responsive educational curricula** that counteract gendered occupational segregation. This is key to promoting the presence of women in such fields.

Organisations should offer their board, staff, trainers and other stakeholders opportunities to improve their understanding of gender equality and women's empowerment issues and of how these affect their work. Gender-related training should be well designed by experts, offered on a periodic and sustainable basis, and be accompanied by clear calls to action. It should also be highly interactive and be delivered -at least in part- in an in-person manner (not exclusively online).

How to build gender capacity

To build organisational capacity around gender issues and gender mainstreaming, staff, trainers, students and beneficiaries, should periodically receive quality training on topics such as:

- Unconscious gender bias
- Gender-sensitive communication
- Sexual harassment prevention
- Direct and indirect discrimination
- Designing and implementing gender action plans
- Gender mainstreaming across departments and functions
- Data collection and gender analysis
- Gender inclusive leadership
- Gender responsive HR practices
- The gender wage gap

³ See the FEMINICT toolkit for building supporting structures for parents inside companies and other institutions.

Training does not necessarily mean lectures, seminars and long-term certifications. An organisation's training initiatives might involve internships and career advice, awareness-raising events and job fairs for women, grant programs and fellowships, financial and in-kind support for other training programs, summer camps etc. These highly flexible modalities can more easily attract and retain women and individuals with caring responsibilities.

Focus notes

For businesses: Gender-related training should be incorporated and encouraged since the beginning of an employee's journey within the company. The depth and focus of such training should be adapted to people's roles, decision-making capacity and function and should be informed by current trends and developments in gender equality thinking and methodologies. That said, this kind of training should not ideally be mandatory, but be attractive and collaborative enough to seamlessly become a staple of people's career development.

For incubators: For young start-ups with lots of challenges and barriers to tackle, gender equality training usually falls to the bottom of their priorities' list -or even lower than that. As a supporting organisation for this kind of nascent companies, you have great responsibility and a great opportunity to help build this kind of capacity that will allow future organisations to integrate gender equality and inclusion in their foundational decisions and practices.

For local government & academic institutions: For a learning institution, trainers and educators are often the public face of all their values and initiatives. Do not underestimate the importance of building the gender capacity of your training staff, even if they are just contractors or temporary contributors. Being able to depend on a pool of highly gender-literate trainers and educators will help you make all your courses and programs more gender inclusive and will maximise your gender equality efforts.

who should be involved

- HR and L&D departments and teams are the first that come to mind when we talk about learning and education in the context of an organisation. However, the design and delivery of training programs should actively involve employees and managers from across the organisation in order to ensure the effective coverage of people's needs but also the ownership that is necessary for individuals to benefit from learning opportunities on a long-term basis.
- External consultants, training providers and CSOs can help considerably with expertise and training professionals, but ultimately all training programs should be co-designed and adapted to each organisation's and target group's needs.

key area 6 | enterprise development, supply chain and marketing practices

Making sure that human rights are not violated through the company's operations is an important step for every organisation interested in gender equality and inclusion and the thematic focus of this key area. By creating business links with women-owned businesses and influencing suppliers to respect human rights and promote gender equality, companies and organisations can make a positive impact in the lives of women and communities. Practising gender inclusion in marketing materials is also central to this area.

why you need to act

Pursuing gender-responsive procurement has many important benefits:

- Supplier diversity and inclusion promotes innovation through new products and services
- It enhances market penetration and access to new markets
- Supplier diversity may also become a source of a company's competitive advantage: locking oneself with the same suppliers can become risky
- Companies with diverse and inclusive supply chain practices boost their brand image and reputation
- Institutional investors are also increasingly exercising their voting rights against corporations that do not uphold the highest ESG standards associated with "stakeholder value"

Marketing materials are used by companies to promote their products or services, but they also communicate the values and image of the company to customers, clients and the wider public. Commercials, advertisements and other internal and external communication materials have the potential to influence not only the image of the company in the eyes of the public but also societal views on the roles of women and men.

what you are aiming for

- The organisation's supply chain involving relationships with women-owned enterprises
- The organisation's customers/beneficiaries including women-owned enterprises
- All business partners, beneficiaries and suppliers respecting the organisation's commitment to advancing equality and inclusion

Some metrics to track

- Number and ratio of suppliers and customers/beneficiaries who have been screened using gender equality criteria (e.g using WEPs as a roadmap)
- Number and ratio of women-owned enterprises in supply chain and customer base
- Total/average value of contracts (disaggregated by the gender of the owner of the company, and by WEPs signatory status) in absolute currency and/or as a percentage of total annual procurement spend
- Gender ratio at management level in your suppliers and customers/beneficiaries
- Gender ratio at employee level in these companies

how to go about it

A company's supply chain can violate the rights of women and girls in many steps along the way: think the use of company services or facilities for human trafficking or sexual exploitation, or violations of labour rights within supplier companies. However, an organisation's supply chain can also be a powerful source for creating economic opportunities for women-owned businesses, or for influencing suppliers to establish gender equality policies and promote diversity in the workplace.

How?

Some challenges or resistance you may encounter

- You may find it hard to promote this goal to your organisation's leadership and may be met with resistance due to long-term, established relationships and norms.
- You may observe gender-related segregation in the supply chain that is related to your industry and thus find it difficult to pursue diversification
- Your organisation's marketing and communication experts may lack the necessary capacity to understand language and communication-related gender issues
- Procurement departments may not feel or be considered as relevant to the organisation's efforts towards greater gender equality and inclusion

It is important to ensure that company products, services and facilities **are not used for human trafficking** and/or labour or sexual exploitation.

Proactively recruit women for procurement roles and appoint them to managerial and executive positions. Provide training to strengthen the female talent pool and women's leadership in this area.

Encourage commitment from top-level management to make gender-responsive procurement a central element of the organisation's culture and strategy. This process should involve:

a. An analysis to establish the baseline number of suppliers (supply chain) and beneficiaries (enterprise development) that are women-owned businesses or that have gender equality policies in place. Based on the findings of this study, an organisation will be able to assess whether there is an imbalance in the opportunities they offer to gender-responsive companies.

b. A risk assessment to identify any actual or potential social and environmental risks related to gender discrimination. To better understand these risks, it is helpful to look at certain factors that could affect a supply chain and/or customer base.

- Geographic scope: Gender-based discrimination and cultural norms that may lead to country-specific challenges for women.
- Exceptional crisis: Issues related to migration may help inform sourcing practices. Women migrants are particularly exposed to gender-based discrimination and vulnerability.
- Production model: Home-based work represents a great opportunity for women and men to reconcile family responsibilities with earning an income. However, it can also be used to perpetrate gender-based discrimination through lower pay and longer hours.
- Sector-specific factors: Certain sectors, or production lines, such as the garment and textile industry, have traditionally relied heavily on a women-based workforce. However, their managers and other company leaders are still men.

c. A gender-sensitive code of conduct and a robust due diligence system, for both the organisation and its business partners.

d. A robust data collection and storage system with detailed supplier and customer/beneficiaries characteristics. Systematising data collection can help better understand the challenges faced by women both in their relationships with the organisation and outside of it.

e. An implementation strategy with a clear roadmap outlining the measures needed to meet the targets, plus the line of accountability for the results.

f. Allocation of required resources to meet the targets.

g. An effective communication strategy to raise awareness among stakeholders about the policy and their rights and responsibilities.

h. A solid monitoring and evaluation framework.

Engage suppliers and customers/beneficiaries in the process of making managers at all levels accountable for success in the area of gender equality, through performance plans and assessments.

Establish effective grievance mechanisms to ensure relevant stakeholders and suppliers can voice their concerns. Aim for gender parity in the composition of a grievance management team.

Facilitate access to business opportunities for gender-sensitive suppliers by:

- a. Sharing information about opportunities to supply goods and services. Publishing procurement policies, procedures and points of contact on the corporate website.
- b. Standardising and consolidating the application process for prospective suppliers.
- c. Publishing gender-responsive procurement results in your annual report and/or sustainability report.
- d. Build prospective suppliers' capacity to engage in your supply chain. When a business does not win a contract, provide feedback so they can learn from the experience and address their shortcomings in future bid opportunities.
- e. Limiting contract sizes by breaking down requirements (one large contract may exclude many small women-owned businesses which lack the required scope or depth to compete).
- f. Exploring gender-sensitive solutions to credit and lending barriers.
- g. Awarding a certain share of contracts to "preferred firms" – gender-responsive companies and women-owned businesses – and communicating openly about it. Reviewing this list on a regular basis to ensure a level-playing field for new and smaller, yet capable, women-owned businesses.
- h. Consulting preferred firms on their experiences, barriers or challenges that they face in accessing or fully participating in your supply chain; seeking their recommendations on how to resolve these issues.
- i. Introducing subcontracting requirements. For example, vendors awarded contracts over a certain threshold would be required to submit plans for purchasing from women-owned businesses, thereby helping to achieve targets.
- j. Developing a roster of gender-responsive companies and women-owned businesses and inviting them to bid. Asking out-of-the box questions on where women-owned businesses can be found.
- k. Organising supplier gatherings to enable networking and foster an inclusive community of gender-responsive supply chains.

The above steps can easily be adapted to facilitate access to programs and services for gender-sensitive customers and beneficiaries.

Questions to use for a gender analysis of marketing materials

- How are women and/or men portrayed in the material?
- What words come to mind when you look at the pictures or watch a video?
- What image of women and/or men does the material create or reproduce?
- Does this material reproduce or question gender stereotypes, and if so, which?
- What effect can material of this kind have for: (1) the organisation; (2) its customers/beneficiaries; or (3) society as a whole?
- Could this material have been produced in a different way? If so, how?
- What channels are used to circulate this material? Are these channels gender-inclusive both in their operations and in their audience composition?
- What kind of stakeholders can I invite to co-create, assess and/or help disseminate this material in a more gender-inclusive way?

Organisations that are committed to implementing the principle can also start by **analysing their existing marketing materials** from a gender equality perspective. In addition, they need to ask all business partners, contractors and customers to respect the dignity of women in all marketing and other company materials.

Organisations should also train marketing and communication executives on gender equality issues and how these can affect their work.

Focus notes

For businesses: Supply-chain diversification in highly specialised industries and lines of production may not always be 100% feasible, especially in case of businesses coming from small markets, with limited leverage. That does not mean that key area 6 is irrelevant to your efforts for greater gender equality. It may mean that you need to focus more on your enterprise development practices, in order to better diversify your customer base, and on reviewing your marketing materials in order to better communicate your values and priorities. You may also need to tackle a specific segment of your supply chain first, e.g. one that is broader, more accessible and more open to change.

For incubators: Both potential investors but also start-up teams are integral parts of your supply chain and enterprise development: focus on their diversification, according to their gender composition and their alignment with your values of gender equality and inclusion. The same goes for your trainers, mentors, international collaborators, corporate partners and, of course, suppliers of all sorts.

For local government & academic institutions: For a local government agency and/or public academic institution, the diversification of their supply chain may present some structural barriers. However, because of the high value of education as a societal good, the enterprise development part of the equation presents a valuable opportunity for diversification. What's more, public institutions can and should pursue collaboration with CSOs that align with their own priorities around gender equality and inclusion and which can help them reach their diversification goals.

who should be involved

- Key to a successful policy is support from the organization's executive leadership and departments, particularly from the human resources, operations (production, procurement and sourcing), legal and communication departments.
- Equally important is ensuring support by the organisation's board members, business partners and other key stakeholders.
- With regards to marketing practices, internal and external communications teams should be the first point of contact (and training) to support this kind of goals and initiatives.

key area 7 | community leadership and engagement

Organisations are increasingly investing in community development programs to make valuable, effective and responsible contributions to gender equality and women's empowerment. These initiatives may differ from one organisation to another, depending on their industry, strategy and field of expertise.

why you need to act

By engaging in gender equality initiatives within the wider community, organisations can leverage consumers' preference to engage with socially responsible companies with gender-responsive practices.

Moreover, community engagement on issues such as gender equality have been proven to increase the sense of purpose and commitment of employees of any organisation.

what you are aiming for

- The organisation being recognised as an active and effective agent in promoting gender equality within the wider community where it operates
- Organisational stakeholders, both internal and external, feeling connected to the initiatives the company or institution undertakes to support women and girls.

Some metrics to track

- Number of women and girls positively impacted through community engagement initiatives
- Number of community stakeholders who benefitted from wider collaborations and initiatives
- Number of positive policy or practice changes that community advocacy has brought about

how to go about it

Community engagement projects do not need to be philanthropic in nature, but they should support causes that the company and/or its stakeholders feel strongly about and have the knowledge and capacity to engage in, ideally on a medium- or long-term basis.

Some challenges or resistance you may encounter

- Gender equality initiatives are not considered immediately relevant to the business priorities of the organisation.
- Community engagement strategy changes often to respond to outside stimuli. As a result, gender equality initiatives remain short-lived, scarce and inconsequential.
- The organisation attempts to design and implement gender equality initiatives without external input or partners, thus resulting in short-sighted and short-lived programs and/or services.

Establish formal and informal partnerships with women's groups, women's business associations and NGOs focusing on the promotion of gender equality in the organisation's wider field of work.

Work with community stakeholders, officials and others to eliminate discrimination and increase opportunities for women and girls. When you can, leverage influence, alone or in partnership, to advocate for specific aspects of gender equality that relate to your work. Collaborate with partners, suppliers and community leaders to promote gender diversity and inclusion.

A checklist of questions to analyse and evaluate community initiatives

- What is the underlying problem or challenge that this initiative will aim to tackle?
- What is the expected outcome?
- Who will be the main stakeholders and what are their roles?
- What are the existing needs of different stakeholders as they go into the initiative?
- What are the existing assets of the different stakeholders as they go into the initiative?
- What are the benefits of the initiative for the community?
- What are the benefits of the initiative for our organisation?
- What are the potential challenges to implementing the initiative?
- What will be needed to implement the initiative?
- How can it be ensured that the initiative will be sustainable in the long term?
- What would be the first step to take to implement the idea?

Promote and recognize women's leadership in, and contributions to, their communities and ensure sufficient representation of women in any community consultation that relates to your industry or line of work.

Use philanthropy and grants programmes to support your organisation's commitment to inclusion, equality and diversity. Initiatives can range from offering grants to women entrepreneurs, developing the skills of local suppliers to include them in the company's supply chain, establishing scholarship programmes for young women to study in STEM-related fields, offering skills development, internships or employment opportunities to vulnerable groups of women and girls etc.

Focus notes

For businesses: For a sustainable, effective and socially responsible community engagement, refrain from selecting initiatives that mainly offer PR value and little in terms of long-term impact. Aim to engage with reliable CSO and community actors that align with your values and make it a priority to support their expertise and work, apart from your organisational priorities. If your budget does not allow for grant-making or big-scale funded initiatives, consider in-kind donations and/or mobilising your employees and other stakeholders to volunteer for worthy community initiatives.

For incubators: Social impact investment and the support of social enterprises can be a wonderful way to promote your gender equality and inclusion priorities without having to engage in the kind of big-scale initiatives that only a large corporation could support. Even if your mandate does not allow for such kind of collaborations, you can leverage the network of your start-ups to co-design and implement innovative community projects that create a blueprint of action for other supporting organisations too.

For local government & academic institutions: As trusted community actors, local governments and academic institutions are uniquely positioned to leverage and mobilise human and other resources and create or support medium- and big-scale community initiatives that create significant positive impact for women and girls. By inspiring volunteering amongst students and staff, raising funds and creating awareness throughout the wider community, these institutions can also infuse local community action with ideas, trends, tools and methodologies from their national and international experience, thus maximising its impact and sustainability.

who should be involved

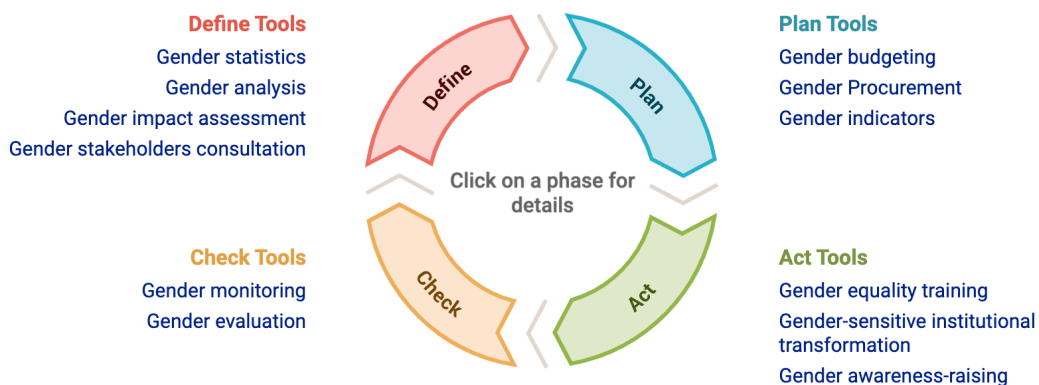
Internal and external stakeholders (employees, students and beneficiaries, organisational leaders, CSOs, educational institutes and local communities and local authorities) need to come together to design and implement the most effective and sustainable initiatives.

How it all comes together

Integrating the gender perspective in a policy, practice or organisation means that equality between women and men should be taken into consideration in all decisions, in each phase of the decision-making process, by all the actors involved.

This process is understood as a multi-stage cycle, including defining, planning, implementing and checking (monitoring and evaluating). In many cases, these stages are turned into a cycle, with each step being repeated as changes occur. For example, when a policy is evaluated, it may reveal new problems that need to be addressed for re-programming.

The gender mainstreaming cycle presented here by the European Institute for Gender Equality can be adjusted to different organisational processes such as the development of a gender strategy or action plan. The [chart](#) below refers to the specific stages of the cycle and the necessary elements that need to be given attention within each stage. Specific methods and tools that should be used within each of the cycle stages are also included. Some methods and tools, such as consulting with stakeholders or providing gender equality training to the actors involved, can be useful in more than one stage.



Change challenges

Change does not happen easily or overnight; it often requires preparation, advocacy and systematic follow-up. Using data, evidence, good practices from other ICT organisations and by involving a range of internal and external stakeholders, organisations can move things forward and spur genuine commitment and ownership.

Various challenges and obstacles can threaten the effort to achieve positive results for gender equality in the tech sector.

- a. For a lot of companies and organisations, actively prioritising taking action against gender inequalities takes time and persistent effort from internal and external stakeholders. This becomes harder when crises and challenges that always seem more important or urgent take up the time and space needed to address gender-related issues and start resolving them.
- b. Smaller organisations may lack critical resources or even the motivation to implement large scale initiatives, while larger (but less nimble) businesses often need a whole new internal communication strategy to make workplaces more women- and family-friendly.
- c. Many companies report that even though a lot is being done on gender diversity, there are still few women on boards or in top management teams and that often it is women who do not step up to these higher-level positions.
- d. Applying measures such as flexible working arrangements throughout a company while still meeting operational and client demands remains a challenge.
- e. In some countries, the over-concentration of men in the technology and ICT sectors makes it difficult to recruit qualified female candidates for jobs, study and entrepreneurial opportunities. This is never the problem of just one organisation, but a societal issue that persists when the labour market is divided along gender lines.

All the above (and many more) challenges are bound to impact, one way or another, our quest for greater gender equality in the ICT sector. Should this deter us? No. We may have to think smarter, act more collectively or just rest before continuing to fight for a more inclusive future.

Suggested resources

[A comparative analysis of promoting pay equity: models and impacts, ILO](#)

[Attracting and Retaining Talent through Inclusive Family-Friendly Policies, UN Women](#)

[Building Inclusive Boards to Achieve Gender Equality, UN Women](#)

[Empowering Women at Work Company Policies and Practices for Gender Equality, ILO](#)

[Equality means business: Training Manual for Gender Equality and Women's Empowerment in the Private Sector, UN Women Georgia Country Office](#)

[Gender Diversity Journey: Company Good Practices, ILO](#)

[Gender Impact Assessment, EIGE](#)

[Gender-Responsive Procurement Guidance Note, UN Women](#)

[Global best practices in banking for women-led SMEs, EBRD](#)

[Promoting women's economic independence and entrepreneurship: Good Practices, EIGE](#)

[Tackling Sexual Harassment in the World of Work, UN Women](#)

[The EU approach to gender mainstreaming, EIGE](#)

[The Mix That Matters: Innovation Through Diversity](#)

[The WEPs website](#)

[Work-life balance in the ICT sector](#)