



BEST PRACTICES IN GENDER MAINSTREAMING

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“Gender Mainstreaming” means the process of identifying gender gaps and making women’s, men’s, girls’ and boys’ concerns and experiences integral to the design, implementation, monitoring and evaluation of policies, legislation and programmes in all sectors of life to ensure that they benefit equally.



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FOREWORD

The strategic intent of the Department of Women is to fight for the socio economic emancipation of women in general, however that emancipation becomes precarious if it is not supported or anchored by robust policies and strategies that are geared towards the economic empowerment of women.

It is because of this rationale that the Department has placed the economic emancipation of women at the apex of its priorities, in order to give concrete expression to these priorities and the stated commitment to gender equality; the department has developed a strategic plan on the Sustainable Development Goals on Women.

Through this strategic plan, the department redefined its strategic goals in support of its revised mandate in terms of the promotion of:

- Strategic leadership, good governance, effective and efficient use of public resources for the socio-economic empowerment of women and promotion of gender equality;
- Gender mainstreaming of socio-economic and governance programmes in such a way that it accelerates a just and equitable society for women;
- Public participation in the work of the department through outreach and advocacy programmes
- Gender knowledge and analysis of policy, as well as policy implementation of socio-economic empowerment of women.
- Monitoring, evaluation and reporting mechanisms

Consequently the department's stated objectives also have resonance with the Vision of The 30% Club of ensuring, "that gender balance on boards not only encourages better leadership and governance, but diversity further contributes to better all-round board performance, and ultimately increased corporate performance for both companies and their shareholders."

The economic emancipation of women is one of the major pillars in the construction of a socially cohesive, free democratic and prosperous South Africa. At the heart of the country's transformation agenda is the need to address gender oppression,

patriarchy, sexism, racism and structural oppression while creating a more conducive environment for the fostering of equal and full participation of all the people of the South Africa in all aspects of the development of the country.

Similarly, the Ministry and the department would like to partner with the 30% Club and other likeminded stakeholders in pursuit of the some of the organisation's specific and targeted initiatives that look to broaden the pipeline of women business leaders at all levels, from "schoolroom to boardroom". Minister Shabangu does not have any reservations that a solid foundation for the advancement of gender equality and socio-economic empowerment of women can only be achieved in collaboration with all key stakeholders.

In line with the above it is befitting that the 30% Club becomes a strategic and integral resource for the department, its strategic and social partners who are equally ceased with advancing the participation of women in the economy at all levels, as well as social structures and politics.

This edition of the Best Practices in Gender Mainstreaming for the Private Sector should form part of every organisation's strategic plans as a guide on turning the tide against the continued marginalisation of women in society.

It is my hope that we all use the book to create and maintain the development of women towards achieving better working environments.

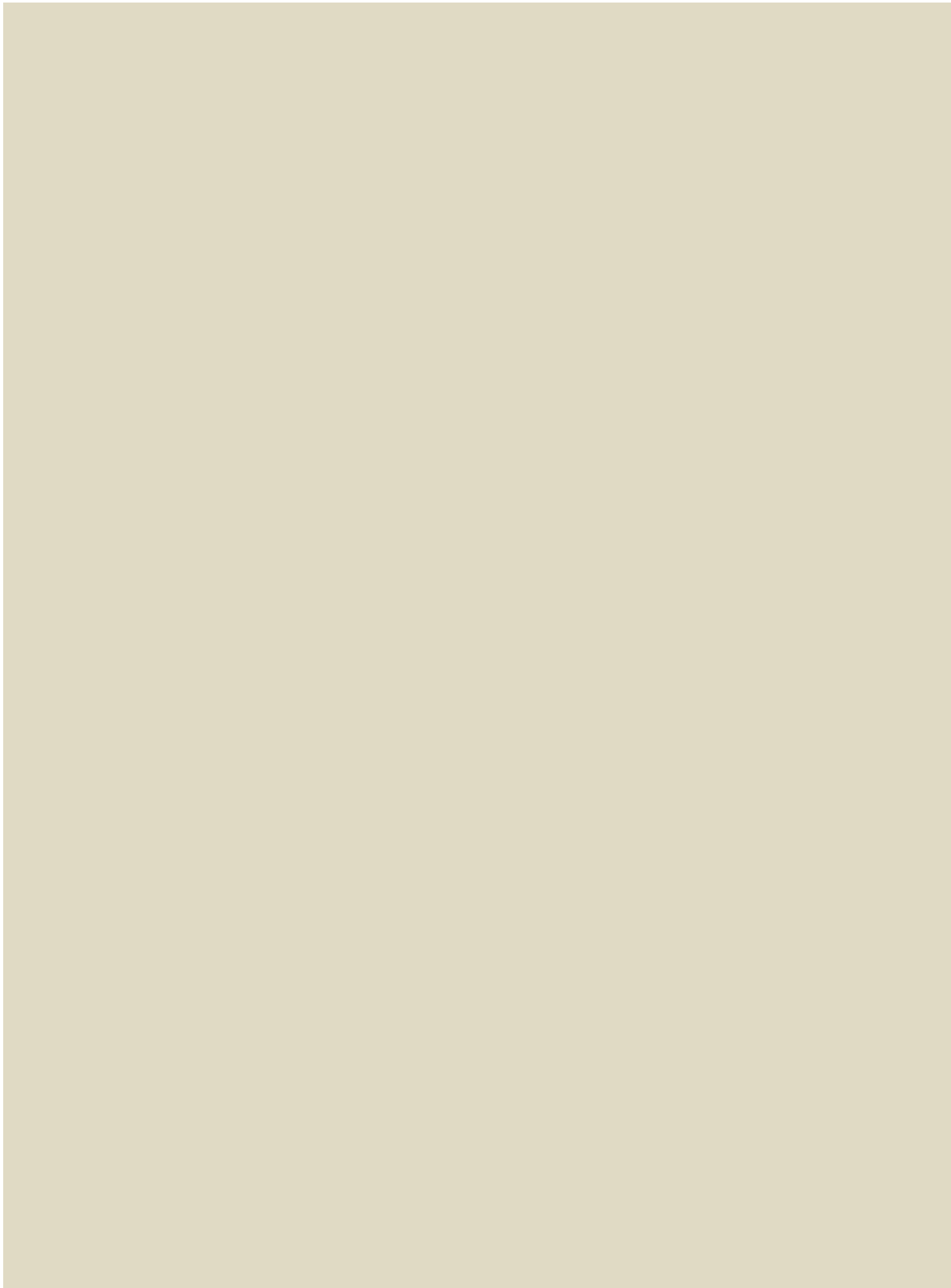
We welcome the initiative and look forward to engaging with its contents as we achieve the goals we have set out for ourselves both in the public and private sector.

Minister Susan Shabangu
Former Minister of Women in the Presidency



women

Department:
Women
REPUBLIC OF SOUTH AFRICA





ABOUT THE 30% CLUB

THE VISION

The 30% Club believes that gender balance on boards not only encourages better leadership and governance, but diversity further contributes to better all-round board performance, and ultimately increased corporate performance for both companies and their shareholders.

THE MISSION

The 30% Club aims to develop a diverse pool of talent for all businesses through the efforts of its Chair and CEO members who are committed to better gender balance at all levels of their organisations. Business leadership is key to our mission, taking the issue beyond a specialist diversity effort and into mainstream talent management.

THE VALUES

The 30% Club approach - collaborative, concerted business-led efforts - can help accelerate progress towards better gender balance at all levels of organisations. The 30% Club does not believe mandatory quotas are the right approach. Instead, we support a voluntary approach in order to realise meaningful, sustainable change. 30% Club efforts are complementary to individual company efforts and existing networking groups, adding to these through collaboration and the visible and voluntary commitment of senior business leaders.

The 30% Club launched in the UK in 2010 with a goal of achieving 30% women on FTSE-100 boards by end 2015. As at January 2016 figure stands at just over 29%, with the FTSE 350 achieving 25% women on boards. Accelerated progress has been achieved through the leadership of chairs and CEOs and 30% Club members.

In addition to the critical recognition that better gender balance leads to better results, five factors created a replicable formula for success:

- a measurable goal with a defined timetable
- political consensus that the status quo was unacceptable
- change driven by those in power
- openness to collaborate
- a concerted and consistent series of actions and programmes, from school-rooms to boardrooms.

Since the launch in the UK the 30% Club has expanded into an international campaign located in Australia, Brazil, Canada, East Africa, the Co-operation Council of the Arab States of the Gulf, Hong Kong, Ireland, Italy, Japan, Malaysia, Southern Africa, Turkey, UK and USA.

Over 1400 global members of the 30% Club include;

An impressive 26 Chairmen of FTSE 100 companies; Peter Grauer, Chairman Bloomberg LP; Bob Bechek, Worldwide Managing Director Bain & Co., Warren Buffett, Chairman & CEO Berkshire Hathaway; Mike Corbat, CEO Citigroup; Leigh Clifford, Chair QANTAS Airways Ltd and Rick Holliday-Smith Chair ASX Limited to name but a few.

For a full list of international members please see www.30percentclub.org



INTRODUCTION TO BEST PRACTICES

It is now clear that there is a global understanding that there is a solid business case for the private sector to embrace Gender Mainstreaming within the fabric of the organisation. Locally, both King 4 and the JSE gender listing requirements add force to the business case.

This document provides the suggested best practices for Gender Mainstreaming in the South African private sector. It is the result of over eighteen month's research into international trends. Over two hundred global academic papers, commercial reports, blogs and general articles have been perused and combined with local knowledge.

The private sector is encouraged to implement these best practices in their Gender Mainstreaming endeavours. They are further welcome to adapt and experiment with these best practices to suit their own environment. A "one size fits all" approach is not advocated.

There are generally four reasons given for why Gender Mainstreaming should be implemented, although of course more can be argued;

- Positive results for the bottom line. This is the first reason why corporates would embrace Gender Mainstreaming. The desire of a for-profit organisation to endeavour to increase profits is a given. It is however the most hotly contested reason. A number of reputable studies have shown the correlation between increasing diversity and adding to the financial health of the company. The Australian government is convinced, the UK House of Lords is not. More research is needed in this area to convincingly show causal effect. That said, the House of Lords considers that even without finance being part of the equation, any one of the other reasons are reason enough to incorporate Gender Mainstreaming into the corporate structures.

- Accessing the widest talent pool. It cannot make sense that when looking to utilise resources, any resource, that you only fully access half of that resource. More and more captains of industry are publicly speaking out on this. Even gurus like Warren Buffet have entered the fray. Business futurists are advancing the cause that women are going to be better positioned to lead as organisational structures adapt to changing conditions.
- Being more responsive to the market. There is a growing amount of literature that demonstrates the increasing activity and importance of women in the marketplace. If companies are not listening to their customers, they could lose out in the future.
- Achieving better corporate governance. Studies show that companies with a more gender diverse board achieve better corporate governance (It has been said that the downside to this is that because women are generally accepted to be more risk adverse these companies may miss out on opportunities that less diverse boards would capitalise on).

Even those people who are converts to the business case for Gender Mainstreaming would have to admit that there are accepted barriers to success. These barriers are a numerous and accepted as not easy to resolve. Whilst it is beyond the scope of this document to dwell on in detail they include unconscious bias, double burden, lack of support structures and differences in approach to competition. Many of these barriers are well documented.

Numerous programmes have already been undertaken by the private sector in order to increase workplace diversity. The success or otherwise of these programmes varies considerably.

Generally, countries globally have dealt with private sector gender issues in one of three ways;

- Making gender equality totally a voluntary issue with no pressure from government. These countries are allowing market forces to dictate.
- Comply or explain. Limited intervention from government and regulators with companies free to advise why they cannot adhere to the limited government and regulatory gender initiatives.
- Legislation. Government lays down legal requirements for companies to comply with. This is quite often at non-executive director level, with pipeline development being left to market forces.

Whichever way countries address their gender issues it has to be recognised that whilst gender generally is a well-established topic for debate, Gender Mainstreaming as an area that is taken seriously in the corridors of the corporate world is barely a decade old. It also has to be accepted that what works internationally may not be appropriate in South Africa for various reasons.

It is interesting to note that in his final report “Women on boards – Davies Review Annual Report 2015” there are now no all-male boards in the FTSE 100. As Lord Davies notes “Early on we were often required to present the detailed business case, rationale and economic arguments for more women on boards. Today there is little need to set out the business case, the women themselves and the role they are playing at the top table, is selling itself and casting a bright light down into the business.”

Many said at the outset that supply would be an issue. There simply weren't enough experienced, capable women to fill the seats. This hasn't proved to be the case, with 478 newly appointed women to FTSE 350 boards in four years, 192 in the FTSE 100 and a further 286 in the FTSE 250. What's becoming clear, is without the focus of the Davies Review and the support of the many Chairmen, search firms and other businesses, many of these women would not have been appointed to a board position. They would still be waiting patiently in the wings, with the ensuing loss of talent to the British boards and the economy. Additionally, the breadth of female talent, diversity of background and sectors from which women are appointed, are all gradually expanding. Executive Search firms and their clients are beginning to explore new pools of talent, with growing numbers of women appointed from Government, education, major charity or not-for-profit backgrounds.

One final note on the Lord Davies report – the best improved board for the period 2010 to 2015 on the FTSE 100 was a South African company, Old Mutual.



WORLD ECONOMIC FORUM GLOBAL GENDER GAP REPORTS

Each year the World Economic Forum publishes their Global Gender Gap Report using data from about 136 countries. South Africa generally does well overall. However, when you break it down it is clear that whilst the government has a good record, the private sector has still have to be convinced about the merits of gender equality.

The Global Gender Gap Index was first introduced by the World Economic Forum in 2006 as a framework for capturing the magnitude of gender-based disparities and tracking their progress over time. The Index benchmarks national gender gaps on economic, education, health and political criteria, and provides country rankings that allow for effective comparisons across regions and income groups. The rankings are designed to create global awareness of the challenges posed by gender gaps and the opportunities created by reducing them. The methodology and quantitative analysis behind the rankings are intended to serve as a basis for designing effective measures for reducing gender gaps.

Countries and companies can be competitive only if they develop, attract and retain the best talent, both male and female. While governments have an important role to play in creating the right policy framework for improving women's access and opportunities, it is also the imperative of companies to create workplaces where the best talent can flourish. Civil society, educators and media also have an important role to play in both empowering women and engaging men in the process.

To mobilize various stakeholders and to keep track of progress, it is important that there are quantitative benchmarks widely available. Since 2006, through the Global Gender Gap Report series, the World Economic Forum has been quantifying the magnitude of gender-based disparities and tracking their progress over time. By providing a comprehensive framework for benchmarking global gender gaps, the report identifies countries that are role models in dividing their resources equitably between women and men, regardless of the overall resource level.

No single measure can capture the complete situation of half of the world's population. The Global Gender Gap Index seeks to measure one important aspect of gender equality: the relative gaps between women and men, across a large set of countries and across four key areas: health, education, economics and politics. To complement this information, the Country Profiles contain a comprehensive set of supporting information that provides the broader context on gender parity laws, social norms, policies and outcomes within a country.

Measuring The Global Gender Gap

Three underlying concepts;

There are three basic concepts underlying the Global Gender Gap Index. First, it focuses on measuring gaps rather than levels. Second, it captures gaps in outcome variables rather than gaps in means or input variables. Third, it ranks countries according to gender equality rather than women's empowerment. These three concepts are briefly outlined below.

Gaps vs. levels

The Index is designed to measure gender-based gaps in access to resources and opportunities in individual countries rather than the actual levels of the available resources and opportunities in those countries. We do this in order to make the Global Gender Gap Index independent from the countries' levels of development. In other words, the Index is constructed to rank countries on their gender gaps not on their development level. For example, rich countries, generally speaking, are able to offer more education and health opportunities to all members of society, which is often reflected in measures of education levels (although this is quite independent of the gender-related issues faced by each country at its own level of income). The Global Gender Gap Index, however, rewards countries for smaller gaps in access to these resources, regardless of the overall level of resources. Thus the Index penalizes or rewards countries based on the size of the gap between male and female enrolment rates, but not for the overall levels of education in the country.

Outcomes vs. means

The second basic concept underlying the Global Gender Gap Index is that it evaluates countries based on outcomes rather than inputs. Our aim is to provide a snapshot of where men and women stand with regard to some fundamental outcome indicators related to basic rights such as health, education, economic participation and political empowerment. Indicators

related to country-specific policies, culture or customs—factors that we consider to be “input” or “means” variables—are not included in the Index, but they are displayed in the Country Profiles. For example, the Index includes an indicator comparing the gap between men and women in high-skilled jobs such as Legislators, senior officials and managers (an outcome indicator) but does not include data on Length of maternity leave (a policy indicator).

Gender equality vs. women’s empowerment

The third distinguishing feature of the Global Gender Gap Index is that it ranks countries according to their proximity to gender equality rather than to women’s empowerment. Our aim is to focus on whether the gap between women and men in the chosen indicators has declined, rather than whether women are “winning” the “battle of the sexes”. Hence, the Index rewards countries that reach the point where outcomes for women equal those for men, but it neither rewards nor penalizes cases in which women are outperforming men in particular indicators.

The four pillars;

The Global Gender Gap Index examines the gap between men and women in four fundamental categories (subindexes): Economic Participation and Opportunity, Educational Attainment, Health and Survival and Political Empowerment.

Economic Participation and Opportunity

This sub-index is captured through three concepts: the participation gap, the remuneration gap and the advancement gap. The participation gap is captured using the difference in labour force participation rates. The remuneration gap is captured through a hard data indicator (ratio of estimated female-to-male earned income) and a qualitative variable calculated through the World Economic Forum’s Executive Opinion Survey (wage equality for similar work).

Finally, the gap between the advancement of women and men is captured through two hard data statistics (the ratio of women to men among legislators, senior officials and managers, and the ratio of women to men among technical and professional workers).

Educational Attainment

In this sub-index, the gap between women’s and men’s current access to education is captured through ratios of women to men in primary-, secondary- and tertiary-level education. A longer-term view of the country’s ability to educate women and men in equal numbers is captured through the ratio of the female literacy rate to the male literacy rate.

Health and Survival

This sub-index provides an overview of the differences between women’s and men’s health. To do this, we use two indicators. The first is the sex ratio at birth, which aims specifically to capture the phenomenon of “missing women” prevalent in many countries with a strong son preference. Second, we use the gap between women’s and men’s healthy life expectancy, calculated by the World Health Organization. This measure provides an estimate of the number of years that women and men can expect to live in good health by taking into account the years lost to violence, disease, malnutrition or other relevant factors.

Political Empowerment

This sub-index measures the gap between men and women at the highest level of political decision-making, through the ratio of women to men in minister-level positions and the ratio of women to men in parliamentary positions. In addition, we include the ratio of women to men in terms of years in executive office (prime minister or president) for the last 50 years.

A clear drawback in this category is the absence of any indicators capturing differences between the participation of women and men at local levels of government. Should such data become available at a global level in future years, they will be considered for inclusion in the Global Gender Gap Index.

South Africa’s Ranking

	2018	2017	2016	2015	2014	2013	2012	2011	2010
Overall	19	19	15	17	18	17	16	14	12
Economic Participation and Opportunity	91	89	63	72	83	78	69	58	55
Political Empowerment	72	65	13	14	12	8	7	9	9
Health and Survival	1	1	1	1	1	102	103	102	101
Educational Attainment	17	18	55	85	85	54	87	86	43



SOCIAL & ETHICS COMMITTEES

Regulation 43 of the regulations issued in accordance with the Companies Act No. 71 of 2008 requires various private sector entities to establish a Social & Ethics Committees. These private entities are;

- every listed public company; and
- any other company that has in any two of the previous five years, scored above 500 points in terms of regulation 26(2).

The Social & Ethics committee has the following functions:

To monitor the company's activities, having regard to any relevant legislation, other legal requirements or prevailing codes of best practice, with regard to matters relating to (paraphrased);

- social and economic development ;
- the 10 principles set out in the United Nations Global Compact Principles;
- the Employment Equity Act;
- good corporate citizenship;
- promotion of equality and prevention of unfair discrimination;
- the company's standing in terms of the International Labour Organization Protocol on decent work and working conditions;
- the company's employment relationships, and its contribution toward the educational development of its employees;

The Social & Ethics committee is required to draw matters within its mandate to the attention of the Board as occasion requires and to report, through one of its members, to the shareholders at the company's annual general meeting. It is clear from the above that where a company has a Social & Ethics committee, this committee has a very important role to play in the gender mainstreaming activities of the organisation.

“Our strategy is to stay ahead of the curve on talent, by building a culture that is truly inclusive. I tell people that we shouldn’t rest until we reach census levels–50/50. When I see hesitation or resistance, I know I’m onto something. I find it energising!”
Andrew Stevens, IBM Australia

BEST PRACTICES

1. INTRODUCTION

General

- BP001** Recognise the low base with regards to Gender Mainstreaming from which South African organisations in general, as is the case in most countries, are starting from. Do not let that deter you.
- BP002** Recognise that whilst legislation seeks to overcome the concerns of gender inequality and discrimination, it may be too narrow a policy tool to address the under-representation of women in the middle and senior structures.
- BP003** Gender Mainstreaming is not a “one size fits all” solution for your organisation. Work out what works best for you. This may also mean different aspirations and strategies for different divisions.
- BP004** Ensure that your organisation fully understands the global business case for Gender Mainstreaming. If you are going to implement Gender Mainstreaming purely based on the requirements to satisfy legislation and / or regulations, it is probably going to be detrimental to your business.
- BP005** Celebrate victories along the way, no matter how small. Likewise, accept the difficulties that will be faced as you go on your journey.
- BP006** Gender Mainstreaming is evolutionary in nature, not revolutionary. Do not try and make wholesale changes in a short period of time.
- As a guide the 30% Club as a campaign looks at organisations achieving 30% women on boards over a five-year period, although it must be stressed that this is an aspiration, and not an absolute requirement. The

Business Council of Australia (120 of the top Australian companies) have publicly committed to voluntarily achieving 50% women on boards within a ten-year period. On a company level, Lloyds in the UK are planning for 40% of their top 8,000 employees to be women within a six-year period.

BP007

View the successful implementation of Gender Mainstreaming as a source of competitive advantage.

BP008

Recognise the importance of keeping records and analysing data in order to get the best results out of your Gender Mainstreaming strategies.

BP009

Acknowledge that the deliberation around the topic of Gender Mainstreaming has shifted from a question of equality and “the right thing to do”, to a matter of using all the available talent in an effort to achieve greater performance.

BP010

Be aware of the internationally accepted barriers to success and factor in these barriers to your plans and measures.

BP011

All plans and measures have to be intellectually defensible. Organisations should apply their minds diligently.

BP012

Some of the Best Practices may be best dealt with at sector level rather than, or in addition to corporate level. Organisations are encouraged to discuss these matters with their sectorial organisations.

2. THE BOARD

It is a well-established principle that the board of an organisation provides a dual role of monitors and advisors to the management of that organisation. It therefore follows that the board should take the lead when it comes to providing strategies for Gender Mainstreaming. The board should be fully conversant with the costs and benefits of Gender Mainstreaming strategies, both in the short and the long term.

Gender Mainstreaming on Boards

BP013

The Board should first and foremost establish Gender Mainstreaming strategies that are fitting for the particular type of organisation and the environment that the organisation is working in. These strategies should be applicable throughout the organisation (with variations if applicable) and should be compatible with the various other strategies of the organisation.

BP014

Gender Mainstreaming should be driven by the Chairperson of the Board taking into account the skills set required to meet the needs of the organisation at different divisions and different levels.

Board Committees

BP015

Should the organisation have a Risk Committee that committee should assess the risk to the organisation of the short and long term effect of Gender Mainstreaming. It should assess both;

- the legal, ethical and social risks of not embracing Gender Mainstreaming; and
- the risks to the organisation of any real or perceived lowering of standards, expertise and skill sets in the short to medium term.

BP016

Where an organisation is required to have a Social & Ethics Committee in terms of the Companies Act 2008, such committee should ensure that all of its members are well versed in Gender Mainstreaming both in terms of legislation, regulations and the international business case. Due to the responsibilities that the Companies Act places on the Social & Ethics Committee organisations may consider it prudent to invest in suitable training in Gender Mainstreaming for such committee members.

Directors

- BP017** Periodically advertise non-executive board positions to encourage greater diversity in applications.
- BP018** Where organisations are rotating non-executives board positions in terms of King 4, or for any other reason the organisation should take the opportunity to examine its criteria and terms of reference for such position with due regard for the benefits of gender diversity on the board.
- BP019** Where shareholders have a say in the appointment of directors, the Board should advise such shareholders of the strategies, plans and measures of the organisation in relation to Gender Mainstreaming, with specific reference to the appointment of directors.
- BP020** Consider the suitability of women from outside the corporate mainstream for non-executive positions. These could include professionals, successful entrepreneurs, non-profit executives, and academics. (In this regard see the final Lord Davies Report 2015 in the UK).
- BP021** Organisations should be encouraged to grow and reward their own talent and alumni. Resist the temptation to engage “Golden Skirts” (women who sit on multiple boards and are highly sought after, usually for business or political attributes). Organisations should carefully consider the value and commitment to the Board of women who are over-extended.
- BP022** Chairmen and boards have a responsibility to ensure that first-time directors are given proper support in learning their role on the Board in order that they may positively contribute to the Board as quickly as possible. This applies equally to new women directors.

Alternate Directors

The Companies Act acknowledges the existence of alternate directors. It notes that all rights and obligations of directors apply equally to alternate directors. The Companies Act however does not define what an alternate director actually is, and what role they should play within an organisation. This gives organisations the scope to be creative.

BP023

In order that women may undertake a more significant role in the boardroom it is recommended that organisations look to appoint women as alternate directors whenever the opportunity arises.

BP024

Adopt policies and procedures wherein women appointed as alternate directors may be allowed to attend Board and other high level meetings with the director to whom they are alternate to. The alternate director may or may not be allowed to voice opinion on matters raised at such meetings. The alternate director may be requested by the chairperson to leave such meetings at any point in time.

Using an alternate directorship to enhance Gender Mainstreaming has many benefits. The alternate director benefits from experiencing a Board at work, gaining confidence and getting to know prospective future colleagues. The organisation benefits from showing commitment to Gender Mainstreaming and by having the opportunity to assess any future directors in action prior to making any formal appointments.

3. INTEGRATED REPORTING

The Integrated Report has become a fact of life for larger organisations globally over the last few years. In recent years private organisations in countries like the UK have been encouraged by their shareholders to use the Integrated Report to record the aspirations, strategies, targets and results of that organisation in terms of Gender Mainstreaming. Without seeking to add un-necessary burden to the compiling of the report it is submitted that the long term benefits to be gained by such a move are warranted.

- BP025** Advise on the position regarding Gender Mainstreaming in the Integrated Reports. (Note that as of 1 January 2017 this is now a JSE requirement) Organisations should take a progressive approach, detailing as a first step their aspirations. In subsequent years they should look at advising on strategies to achieve such aspirations, targets set using criteria they deem suitable for their environment and finally noting targets met with explanations for targets not being met. The Integrated Report should provide a clear rationale for any comments made.
- BP026** A reasonable timeline from the recording of aspirations in the Integrated Report to the noting of targets met or not met is suggested at five years. Organisations should however feel free to set their own timeline based on their environment and particular set of circumstances.
- BP027** Reference in the Integrated Report to an organisation's website noting further detailed information is considered acceptable so long as it references the chairperson's acknowledgement of the information held therein.
- BP028** Specific difficulties experienced in particular sectors should be observed and progress in overcoming those difficulties noted.
- BP029** Where organisations do not complete Integrated Reports it is recommended that the same information be posted on the website of the organisation.
- BP030** The investment community should be persuaded to take an active interest in the Gender Mainstreaming strategies of the organisations that it invests in.

4. INTERNAL RELATIONS

Gender Mainstreaming has the ability to persuade organisations to rethink how they operate. This is especially true in the way that they interact with their employees. Organisations are encouraged to redefine their relationships and submit the organisation to a mind-shift that results in more inclusive and collaborative experiences.

Sponsorship

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| BP031 | Actively encourage, and have a policy for, the use of sponsorship to raise women to higher levels within the organisation. This should be considered at various levels right up to board positions. |
| BP032 | Women should be encouraged and sponsored to apply for core positions rather than support positions. |
| BP033 | Both the organisation and the women may require coaching in sponsorship if this area is a new concept to them. |
| BP034 | The sponsor and “sponsee” should be compatible with each other. |
| BP035 | Sponsors should be accountable for the development of the women under their sponsorship. |

Mentorship

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| BP036 | Run mentorship programmes for women which are suitable for the environment in which they work and the aspirations of the women. These mentorship programmes should run simultaneously with any sponsorship programmes. |
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Women’s Ambitions and Career Path

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| BP037 | Understand the types of experiences the organisation requires for senior and important roles and seek to broaden the criteria to be considered for such roles. Organisations should ensure that women get critical experiences in core positions. |
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- BP038** Recognise that men and women are equally ambitious. Women however tend to show the same level of ambition later on in life. This ambition lifts exponentially by the time they reach the higher levels.
- BP039** Consistently reassess career options for women, particularly when male colleagues are more overt about their aspirations over a longer period of time.
- BP040** The rhythm of a women's career appears to be different to their male counterparts. Women make more lateral moves than men over the same time span with a mid-life career surge. Organisations should take note of these differences.
- BP041** To steer away from direct, linear and unbroken work skills and experience and to look for other criteria which will broaden narrow definitions of career paths.
- BP042** In acknowledging that male and female employees have different work-skill timeframes and career paths organisations should investigate the benefit of either raising or abolishing any age limits for identifying high potential individuals.

Management

- BP043** Encourage management to build up a track record of sourcing, developing and advancing women within the Organisation.
- BP044** Develop a plan to share the strategy, plans and measures to achieve Gender Mainstreaming with employees at all levels.

Flexible Working

- BP045** Address the stigma that flexibility signals low career ambition and commitment. Organisations should make women aware of the negative connotations with working within an established flexibility programme.
- BP046** Investigate the benefits of working flexibly once all cultural stigmas have been removed.
- BP047** Explore the increased focus on team-based approaches in many workplace situations and the contribution that women can add to this dynamic.

General

BP048	Analyse any gender pay gaps that may exist and take steps to eradicate such gaps.
BP049	Prohibit all forms of gender based violence in the workplace including verbal, physical and sexual harassment.
BP050	Provide employees with the requisite tools and resources to increase awareness of women's leader's skills and create and implement work practices that target the eradication of stereotype biases.
BP051	Provide unconscious bias training to staff and external consultants who recruit or internally promote employees.
BP052	Assist in the systematic knowledge transfer between those who are close to retiring and female employees. These may be incorporated into a mentorship programme.
BP053	Provide time and resources for female employees to participate in sectorial or professional associations and institutes.
BP054	Survey employees anonymously and seek feedback on what employees value within the workplace.

5. RECRUIT & RETAIN

Recruiting and retaining employees is a fundamental part of the mind-shift noted above. Organisations should be mindful of the tremendous cost to the organisation and the economy in general of not dealing with recruitment and retention of employees effectively.

Job Descriptions and Criteria

BP055	Acknowledge that generally men are more risk takers and women are more cautious than men when considering career changes. Women generally prefer to apply for roles where they feel they meet the job description almost in its entirety. Organisations are urged to encourage women to apply for roles which they may normally not apply for but for which others see potential in them.
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- BP056** Evaluate what mechanisms are in place that safeguard against gender bias in performance evaluations and reviews.
- BP057** Be mindful that all employees accessing talent management systems should be trained to understand that both women and men hold leadership competencies stereotypically ascribed to women and men; and that solely pro-male criteria can have adverse effects on performance appraisals and advancement opportunities for employees whose competencies are not appropriately valued or evaluated.
- BP058** The middle phase of a women's career has been identified as an area where potential and experience is often lost, especially where women combine family commitments and work. Organisations should allow for this in their talent planning.
- BP059** When looking to fill positions widen the net to encompass more than the traditional male focused criteria. Ask "why not" as opposed to "why".

Family Commitments

- BP060** It is recommended that organisations initiate policies and procedures that allow women on protracted leave to remain up conversant with developments in the workplace. This would include business and socially related issues.
- BP061** Communicate the organisation's plans for the women when they return to work from maternity leave which will support and advance their career.
- BP062** Introduce effective return to work procedures, including pre-return appraisals. Support should be given for women to re-enter the workplace with a view to moving to more main stream roles.
- BP063** Encourage women who are on protracted leave to undertake development studies in preparation for coming back to work.
- BP064** Organisations may be advised to investigate the opportunities that "job sharing" offers in retaining female talent that wish to continue with their careers once they are able to decrease their family commitments.

Pre-employment

- BP065** Broaden girls' aspirations and career choices by creating partnerships between schools, tertiary education institutions, career development professionals, business and parents. This may be more successful if undertaken on a sector level.
- BP066** Acknowledge the benefit of having women in the STEM (Science, Technology engineering and Mathematics) environment being involved in promoting STEM based careers to school and tertiary education students.
- BP067** Acknowledge that there is often a lack of family role models for certain careers paths and the stereotyping and bias starts at school level.

General

- BP068** Establish accountability, targets and Key Performance Indicators and link gender diversity, with a particular focus on increasing women in non-traditional roles, to the performance and remuneration outcomes of leaders.
- BP069** Monitor turnover by gender and undertake exit interviews to understand the reasons for resignations.
- BP070** Implement policies to change workplace culture to be more gender inclusive. Embed the gender diversity strategy within all key processes.
- BP071** Ensure that all employment advertisements are geared to attract women to apply. Provide information on the full range of career opportunities available to women.
- BP072** Develop a system to obtain feedback from women applicants at each stage of the process and integrate the feedback into the recruitment process.
- BP073** Create a system that acts to challenge decision making during discussions about talent that uncovers bias and stereotyping.
- BP074** Monitor advancement and fall-offs of women's representation in the management development process and take action when required to ensure meritocracy.

6. GENDER FORUMS

Many organisations make use of women's networking forums and events. These have widely varying levels of success when it comes to Gender Mainstreaming. In future, organisations would do well to radically re-evaluate the worth and role of these forums.

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|--------------|---|
| BP075 | It is strongly recommended that any forum that is set up to address Gender Mainstreaming be styled as a "Gender Forum" and not as a "Women's Forum" to ensure the inclusion of men. |
| BP076 | The participants of forums should be both female and male. Women only events should be reserved for specific social events only. |
| BP077 | The forum should be actively endorsed and supported by the CEO. |
| BP078 | The forum should report to; <ul style="list-style-type: none">• the CEO or a senior executive nominated by the CEO; and• the chairperson of the Social & Ethics Committee. |
| BP079 | The forum should play a major role in guiding the direction of the plans and measures with regards to Gender Mainstreaming. In this regard both female and male role-players should be consulted. Organisations should remember that it is a business issue, not a women's issue. |
| BP080 | The forum should be allocated sufficient budget in order to function efficiently. |
| BP081 | The forum should be allocated leaders whose job description should include the work undertaken for the forum and sufficient work time should be allocated in order to fulfil that role. The forum work should be part of the overall KPI of those individuals. Forum leadership should not be addressed as a part time or "add on" job. |

7. EXTERNAL RELATIONS

Another important aspect of Gender Mainstreaming that cannot be overlooked is the external relationships. These relationships include those with various stakeholders including shareholders, service providers, customers and the media. In addition many organisations in South Africa spend vast amounts of money and effort on Corporate Social Investment.

Auditors

In terms of S92(1) of the Companies Act the same individual may not serve as the auditor or designated auditor of a company for more than five consecutive financial years.

BP082

Consider the gender of the auditor when next rotating auditors. Where appropriate the organisation should consider a women in the position if the majority of previous incumbents have been men.

Shareholders

BP083

Over and above the information provided in the Integrated Report organisations should provide periodic updates on their Gender Mainstreaming efforts to their major shareholders.

Regulators

BP084

Organisations may wish to be pro-active and make their Gender Mainstreaming positions known to any regulators that they are required to interact with. This will foster the positioning of good citizenship.

Executive Search / Recruitment

BP085

Executive search and recruitment firms should be required by the organisation to;

- provide a required number of women candidates for each middle and senior level position; or
- provide detailed explanations as to why they are unable to do so.

Service Providers

- BP086** Be aware of the extent to which women play a role in the organisations in which the organisations have dealings with.
- BP087** Organisations should strive to develop policies to support women led entrepreneurship.
- BP088** Organisations may wish to identify high potential female led entrepreneurial enterprises with the aim of supporting the fast tracking of their development.
- BP089** Organisations should communicate to suppliers and service providers the organisation's policies regarding Gender Mainstreaming.
- BP090** Policies should be developed with regards to what is expected by your organisation from service providers in terms of gender (whether these service providers are required to comply with specific gender legislation or not). These policies are encouraged to be more collaborative in nature than prescriptive.

Customers

- BP091** Organisations should ensure that their Gender Mainstreaming plans and measures are communicated, as appropriate, to their customers.

Media

- BP092** Good news should be shared. Organisations should share with the media all the Gender Mainstreaming success stories. This includes both mainstream and social media.
- BP093** Make all websites and advertising gender sensitive.
- BP094** Organisations are strongly encouraged to holistically promote female role models as an inspiration to future generations.

Corporate Social Investment

- BP095** Organisations should look afresh at their CSI projects with a view to assessing the impact of the projects on women.

- BP096** Where appropriate, organisations should consider the advisability of gender balancing their future CSI spend.
- BP097** Organisations should over time record the gender balance of their CSI spend.

Tenders and Negotiations

- BP098** Organisations are reminded of the value in promoting their Gender Mainstreaming efforts when negotiating or tendering for work with clients.

8. GENERAL

- BP099** Set targets that stretch, but not unrealistically so.
- BP100** Recognise that women should not just be trying to fit into the economy, they should be shaping it. This should be encouraged.
- BP101** Consider the advantages of filling vacant roles on an interim basis to allow sufficient time to secure a permanent female candidate to meet future strategic and current operational needs.
- BP102** In order to tap into the full talent pool work to create the conditions, cultures and mindsets that enable both men and women to thrive.
- BP103** Take reporting to deeper levels, with consistent reporting standards, to create a more transparent and granular view of the pipeline and progress.
- BP104** Shift accountability for diversity, talent, flexibility and leadership from HR to senior line roles.
- BP105** When leaders are requested to partake in speaking appointments where there are multiple speakers, motivate the organisers that the panel be gender diverse.
- BP106** Where the organisation is represented on business, sector or industry wide organisations, endeavour to establish gender diversity in the participants.

“Diversity for us is about getting the right balance of independence, skills, knowledge, outlooks and experience – and gender is an important part of that balance. It is obvious that women have a significant role to play at M&S, not least given the nature of our customer base and the profile of our staff. Female directors already account for 30% of the board and 32% of senior management. It is a significant area of development for our people across the business.”

Robert Swannell
Chairman, Marks and Spencer Group UK

Business **E**ngage

www.businessengage.co.za



www.30percentclub.org.za

GMA

www.genderawards.co.za