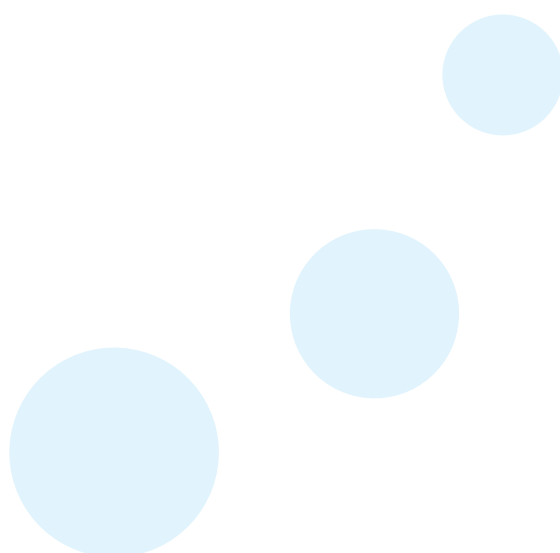


> **SOLUTION MANUAL**

A TOOL FOR THE PROMOTION
OF GOOD GENDER EQUALITY
PRACTICES IN COMPANIES





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OF GOOD GENDER EQUALITY
PRACTICES IN COMPANIES



EDITORIAL

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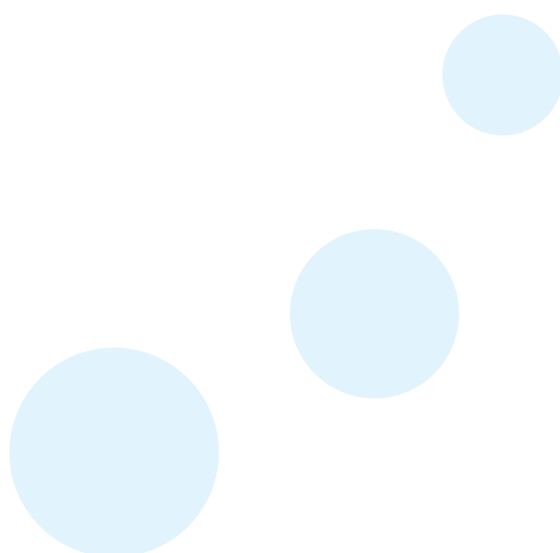
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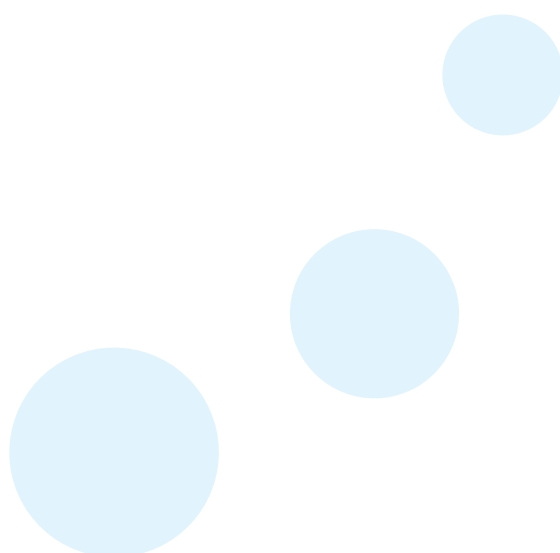
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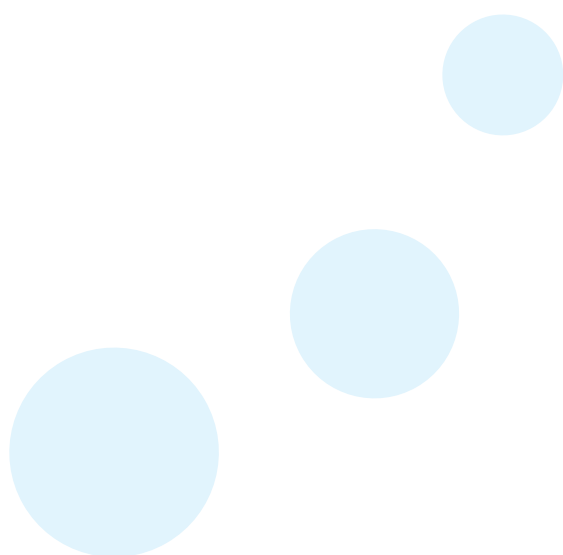


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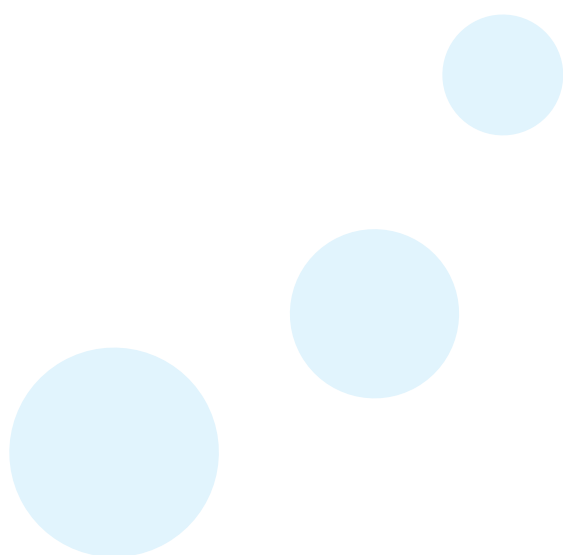




INTRODUCTION
GENDER EQUALITY
PRACTICES IN COMPANIES
- THE NEED FOR A SOLUTION MANUAL



I



The SOLUTION MANUAL is a product of the Social Dialogue and Equality in Companies Project, financed by the EQUAL Community initiative Programme, which took place between April 2006 and April 2008.

The main aim of this Project is to promote equality and non-discrimination between women and men, conciliation between professional, family and personal life and maternal and paternal protection through the development, with and for companies, of instruments and solutions for a corporate gender equality policy.

The Solution Manual is a fundamental tool for any company interested in including gender equality measures and conciliation of professional, family and personal life in its policies and practices. The methodology developed by the Project with a group of nine companies of different dimensions and sectors of activity, demonstrating its good practices, difficulties encountered and ways of overcoming them is presented inside. The Solution Manual will also be an important work tool for other public or private entities that consider supporting companies to develop/reinforce measures and practices in this area.

In the construction of the Solution Manual a new approach between pairs, associated companies and partner entities of the Project who jointly identified and demonstrated good practices and solutions with regard to gender equality, was privileged in an innovative way.

1.1 BRIEF CONTEXTUALISATION ON GENDER EQUALITY IN COMPANIES

The labour market is currently being crossed by intense change dynamics originating in a society marked by different atypical organisational contexts, significant transformations in gender relationships, new family relationship patterns and new working and employment methods, but invariably marked by persistently high asymmetric gender indicators.

Asymmetries between men and women in terms of work and employment prevail, despite the consecrated principles of the Portuguese labour law that ensures to both the right to:

- equal access to work, employment, professional training and career progress;
- equal pay for the same work or work of the same value;
- elimination of different types of labour market segregation;
- balanced participation of men and women in professional and family life, namely the sharing of paternal and maternal rights and care of children or other dependant people between mothers and fathers.

It is now recognised that such is due to the persistence of social roles traditionally attributed to men and to women according to their sex, which continues to generate, also in professional activities, unequal options, unequal resources and unequal careers¹:

- men and women concentrate in different professions, where many professional groups are heavily masculinised or feminised;
- few women, even in sectors where their presence prevails, fill top positions in the professional hierarchy;
- the active female population presents less possibilities to access professional training and earns lower wages than men;
- despite maternity/paternity leave being able to be shared between the mother and father, according to the law, it is still infrequent for men to use this right;
- in the family context, women are still held responsible for domestic chores and the care of the children and other dependant people, which reflects in greater difficulty for professional progress;
- companies still tend to privilege the ideal-type of the competent professional, “a male individual, without family responsibilities to get in the way of his almost total availability for the exercise of his profession”; therefore, when men intend to put their family responsibilities at the same level with their professional ones, they feel stigmatised and discriminated at their workplace².

It is therefore imposed, in this context, the indispensability to act on the stereotypes in order to achieve a change of paradigm, particularly in respect to men’s role in family life as a desegregation factor of the labour market and of the promotion of gender equality.

¹ Cunha Rêgo, Maria do Céu da (2007) Conference on Conciliation between Professional, Personal and Family life – new challenges for social partners and public policies, EU2007. PT, Lisbon, 13th July 2007.

² Adapted by Guerreiro, Maria das Dores e Pereira, Inês (2006) Social Liability of companies, Work-Family Equality and Conciliation. “Equality is Quality” Award Experiences Lisbon: CITE.

Currently, it also deserves increasing recognition the fact that persistent gender inequality on the labour market can only be effectively fought through active corporate participation. On the other hand, companies themselves, particularly those that adopt the stance of socially responsible companies, assume their growing desire to promote gender equality and conciliation of work with family and personal life by including in their management policies and practices in these areas.

We are therefore facing the logic of corporate citizenship that regards the investment in these matters as a corporate strategic option to provide companies with benefits and competitive advantages as organisations employing both women and men, female and male workers.

1.2 SOLUTION MANUAL: A USEFUL CORPORATE TOOL

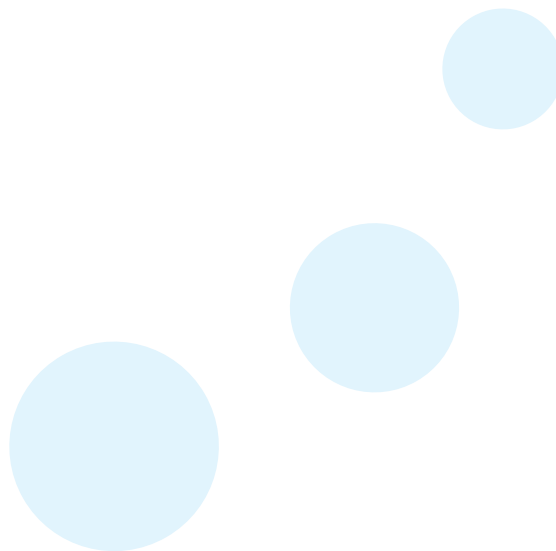
Through the diagnosis process developed in Action 1, the Social Dialogue and Equality in Companies Project verified that, in general, companies and other employing entities showed difficulties in the recognition and in the promotion of equality between women and men. This problem is mainly due to the following:

- lack of relative knowledge of the area of equality between women and men, as well as devaluation of its importance due to it being considered an outdated development in the actual social context and with regard to the legal framework that safeguards equality between the sexes;
- dominant social representations that devalue female roles as opposed to male roles;
- unawareness of how to promote equality and non-discrimination between women and men and conciliation between professional, family and personal life;
- tendency to approach the subject of equal opportunities in a broad sense and undervalue the dimension of gender equality;
- lack of available methods of intervention and monitoring tools in the area of promotion of equality and non-discrimination at work;
- difficulty in associating equality between women and men with resulting competitive advantages for the company;
- traditional and essentialist outlook on motherhood, lacking in conformity with the new legal principles and social values that pretend an increase in the value of the role of the father;
- some conformity by companies with regard to horizontal and vertical segregation on the grounds of gender, showing unawareness of active measures that may contribute to desegregation;
- insufficient mechanisms for recognising and accompanying the promotion of equality between women and men at work and of conciliation between professional, family and personal life.

Face this diagnosis, the activity from which this Solution Manual resulted was conceived and developed within the Project, envisioning the encouragement of good corporate practices, promoting gender equality, conciliation of professional and family life and protection of maternity and paternity.

This activity was based on a work method that foresaw corporate involvement and active participation: some with publicly acknowledged good practices in these areas and others, companies interested in deepening these dimensions³. Therefore, the perspective adopted privileged intra and inter-company work so that success solutions could be visibly and jointly identified, in a demonstrative logic, in order to solve some existing problems and difficulties and incorporate or reinforce measures to promote gender equality and conciliation of professional, family and personal life in their corporate policies and practices.

The SOLUTION MANUAL arises as a result of this activity with a joint purpose: that of narrating the process with special emphasis on working methods adopted, as this undoubtedly constituted a critical factor of its success; and that of presenting some innovative and successful solutions in the area of gender equality and conciliation of professional, family and personal life, identified in companies associated with the Project.



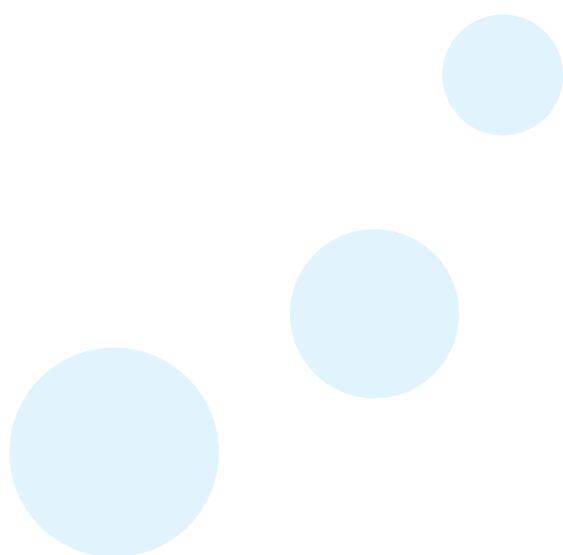
³ During the course of the process, this innovative methodological option revealed itself to be somewhat unfitting and was revised, as described in more detail below.



**CONSTRUCTION
OF THE SOLUTION MANUAL**
PROCESS NARRATIVE



II



2.1 COMPANY SELECTION

A primary stage, which came to revealed itself fundamental for the development of all subsequent work, with regard to the companies' profile as well as to the cohesion of the Development Partnership in relation to the purpose of this activity, consisted in identifying and selecting companies - initially estimated as eight - to involve in the Project.

This was a process that was widely shared by the several entities that compose the Development Partnership, in the listing of the first extensive set of companies, where different references were taken as base:

- companies that had participated in the diagnosis procedure developed in Action 1 of the Project and that had shown an interest in becoming involved at a later stage of the work;
- research on the Community Initiative Programme EQUAL website, based on available products related to its phase 1;
- companies involved in projects, mainly financed by Community Initiative Programme EQUAL, with participation by entities represented in the Development Partnership: "Now – Luna"; "Conciliar é Preciso" (Conciliate is Need); "Públicos Diferentes. Iguais Oportunidades" (Different Publics. Equal Opportunities); "Ser PME Responsável" (Being a Responsible SME);
- companies distinguished in the latest editions of the following awards: "Equality is Quality" (honourable mention and award); "Family-Responsible Companies"; "Best Place to Work"; "Manuel Lopes", and "Agostinho Roseta".

The selection of companies to be invited to become associated with the Project was based on the following criteria:

- companies with bodies representative of workers (syndicates that are members of the Project, CGTP-IN and UGT, played a fundamental role in implementing this criterion);
- companies whose headquarters are in the Lisbon district;
- companies from different sectors of activity and dimensions.

The conjugation of sources of information and selection criteria resulted in a process that turned out to be long and involved some difficulties:

- firstly, since the availability of the elements required for characterisation of companies were not always easily insured, it resulted in the frequent recourse to contact networks of the different elements from the Development Partnership to obtain them;
- on the other hand, since the Project is focused on the Lisbon district, it was impossible to consider many companies initially identified;
- another constraint was the difficulty in identifying companies that met the remaining criteria and simultaneously had organisations representative of workers;
- furthermore, it was not easy to identify small and medium-sized companies nor companies whose capital is exclusively national;
- note also that, even if the criterion of conciliation of professional with family and personal life frequently arises amongst criteria for the recognition of good, publicly disclosed corporate practices (used as a reference here), other dimensions related to promoting gender equality do not assume identical visibility.

Following this process, which took place between September and December of 2006, in the context of the Development Partnership, a list of companies to be invited was agreed upon. This list contained two subgroups of companies: companies to be invited during the primary stages; companies to be invited if some of the former rejected the invitation.

2.2 COMPANY INVOLVEMENT

The invitation of companies was formalised through the sending of invitation-letters addressed to the top management body of each company and signed by the Project coordination. After this, the CITE as the Development Partnership Managing Organisation, initiated a round of contacts with these companies by telephone in order to obtain a reply as soon as possible.

There was an excellent response to the invitation and nearly all companies contacted initially agreed to participate in the Project. This satisfactory response will, on the one hand, reveal that the care taken in the selection of companies and the type of approach were appropriate; and on the other hand, that a positive evolution has been noted at the level of corporate openness and interest in regard to the area of gender equality and conciliation of professional and family life.

Following these contacts, eight companies showed an interest in associating themselves to the Project: Auchan; AXA; Estoril Sol; Grafe; IBM; Microsoft; Somague and TAP.

Coinciding in time with these phase of work, was the ceremony for awarding and divulging the Equality is Quality Prize (6th edition) attributed to Xerox. The company immediately offered to demonstrate its good practices to other companies. Therefore, and in the sequence of the Project's invitation to the company, the number of companies involved increased.

These nine companies were initially grouped into two subgroups. The first one was composed of companies selected by the Project for their publicly recognised good practices in the area of gender equality and conciliation between professional, family and personal life: Grafe, IBM, Microsoft, Somague and Xerox; and a second group of companies considered by the Project to be interested in developing and increasing good practices in these areas: Auchan, AXA, Estoril Sol and TAP. From the entire group of companies, the last four have organisations representative of workers.

During contacts made and activities carried out with the latter, the Project became aware of the need to revise its criterion initially adopted and reflected in the development of the diagnosis work, in order to alter it, according to the good practices and interest shown by companies in developing and increasing these and other good practices in these areas.

As a strategy of presentation of the Project and of the companies amongst themselves, an invitation was sent to representatives appointed by each of these companies asking them to attend a breakfast meeting at a Lisbon hotel. These were mainly people in top manager positions in different companies, especially in the areas of human resources and communication. This profile, which is associated to their decision-making capacity but also to the capacity of holding a transversal vision regarding the company's operation, was subsequently considered the most adequate for facilitating involvement and work to be developed by the Project with the companies.

On the other hand, the option to hold breakfast meetings (two, between the end of January and the beginning of February 2007, having been invited to each one of them companies belonging to each subgroup mentioned above) was also subsequently considered appropriate, having corresponded to with different objectives and concerns (which assumed a transversal character to the whole process)::

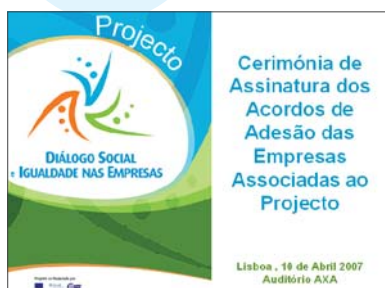
- the organisation of these breakfast meetings in a pleasant and prestigious environment encouraged people with busy professional schedules and that were important to attract to the Project, to accept this invitation;
- aimed at creating an initial moment for the acquaintance, dialogue and synergies among the different companies;
- care was taken, since the very beginning, to “speak the language of the companies” without it compromising the strict concepts or perspectives of analysis of the Project.

Three companies were unable to participate in these breakfasts and the Project’s technical team met with their representatives, at their facilities, at a later date.

This initial approach to the companies was structured in the following way:

- brief presentation of the Project; its contextualisation in the principles and objectives of Community Initiative Programme EQUAL; distribution of a small dossier containing information on the Project and offering of divulgation materials promoting it;
- presentation of the activity – Encouragement of good practices in companies, respective objectives, methods, schedule and expected contribution by the companies; special emphasis was given to the desired participation of companies in the closing conference of the transnational activity of the Project in Vienna and Bratislava, scheduled for April 2007;
- explanation of the selection criteria for companies invited;
- proposal for formalising the invitation for associated partner company with the presentation of the first written proposal of the “accession agreement”.

These moments took place in an informal environment marked by cordiality but also by the interest shown by companies to become associated with the Project and actively collaborate in both the diagnosis process and also in the inter-company sharing and demonstration of their experiences and successful practices.



On April 10th of 2007, at AXA’s facilities, took place the formal accession of the companies to the Project with the “Accession Agreement Signing Ceremony”. In this ceremony participated, in addition to the institutional representatives of all companies, the Development Partnership, representatives from workers’ organisations of some companies and a few other people invited by the Project. The President of CITE, Fátima Duarte (who signed the accession agreements on behalf of the Development Partnership Managing Organisation), the Manager of Community Initiative Programme EQUAL, Ana Vale and the Head

of the Secretary of State for Employment and Professional Training Department, representing the latter, were also present.



2.3 WORKING WITH COMPANIES

Work developed with companies took place in two moments:

- the first entailed a diagnosis, the identification and characterisation of good practices on the one hand, and weaknesses or areas for improvement, on the other, envisioning the implementation/reinforcement of good practices in the areas of gender equality, conciliation of professional, family and personal life and maternity and paternity protection;
- a second moment entailed inter-company dialogue and cooperation, in the sense of demonstration/incorporation of good business practices in this area.

Before beginning the process narrative that structured these two working moments, it is important to mention an event that coincided with their commencement and which had a decisive impact on their subsequent development: THE CLOSING CONFERENCE OF THE PROJECT'S TRANSNATIONAL ACTIVITY, which took place between the 18th and 19th of April 2007, in Vienna and Bratislava.



In this conference, with the general designation of “Acting pro (E)Quality”, associated partner companies actively participated in the Quality factors for the successful implementation of gender equality and diversity measures panel, in which other companies and entities invited by the transnational partner Projects (Germany, Austria, Slovakia and Poland) also participated.

The preparations for participating in this panel constituted an important first moment for sharing information between the Project and associated companies and among companies themselves. In general, companies showed great effort, availability and enthusiasm over this work, which was carried out quickly and immediately after the accession agreements were signed



Based on contributions previously sent by each company, a brief written presentation containing illustrative examples of the good practices developed by each company with regard to gender equality and conciliation of professional, family and personal life was prepared in a work session that took place at Grafe⁴ (company that also provided the necessary technical support) and was attended by some elements of

the Project as well as representatives of companies. As such, the presentation reflected the practices of all associated companies, which agreed to appoint two people (Conceição Zagalo, from IBM and Jorge Filipe, from Auchan) to publicly represent the entire group at the conference table in Bratislava. This was an immediate demonstration of the relationship of trust that began to consolidate among the different companies.

The participation of Portuguese companies in the conference was positive, not only in terms of the number of companies present (7) but also in the obvious care taken in the presentation of the communication to the panel.

On the other hand, Portuguese companies were not only able to disclose their own practices, but had also the opportunity to familiarise themselves with other practices performed by the rest of the participating companies, as well as to come into closer contact with the Project, with transnational partner Projects and with Community Initiative Programme EQUAL in general.

The conference made, therefore, an important contribution to reinforcing the strategic commitment between the Project and companies and among companies themselves. It also helped to strengthen cohesion and group spirit, to become mutually aware of each company's reality and especially for the consolidation of inter-personal ties that came to prove very important during the course of the entire project.



⁴ Note that most of the work sessions that took place at the facilities of associated companies represented a strategic guideline of the Project to promote their involvement. There was always a good response by companies indicating their willingness to "host" these sessions.

2.3.1 DIAGNOSIS

The diagnosis phase was launched through the initial meeting at each company. One of the purposes of this meeting was to mutually present the Project work team and the people from the company (or, in some cases, some of them) who were to communicate with each other in the following phase, which took place between February and July 2007.

It is important to mention that the most direct work with the companies was assured, within the Development Partnership, by a subgroup made up of elements of the technical teams of CESIS, CITE and ISCTE. This option resulted, not only of operational reasons, as an attempt to speed up the work based on smaller teams, but also and especially, of the expected contribution of each partner's entity for the development of this activity, according to their respective profile, skills and previous experience. However, the work developed by this subgroup was always accompanied and validated by all members of the Development Partnership, having the social partners a specific role in respect to the involvement of the representative structures of workers from associated companies.

Two documents were created in view of the development of the work with companies: one characterising good practices in the area of gender equality (see Annex 1) and the other a corporate gender equality diagnosis instrument (see Annex 2). These documents were stabilised within the Development Partnership, having integrated all contributions made by all partner entities, following several work sessions.

The instrument for characterising good gender equality practices was applied to the first subgroup of companies mentioned above. This was preceded by the identification, from previous information provided by the company and in conjunction with the latter, of two practices in each company that would better correspond to the criteria and objectives of the Project.

This document has the following structure:

- a) Company identification
- b) Identification of the practice
- c) Construction and implementation of the practice
- d) Results and advantages of the practice
- e) Transferability and sustainability potentials of the practice.

The application of this document involved gauging, in most cases, the director or the human resources director or its representative as well as some human resources who benefit from the identified practices. A guide for interviewing beneficiaries was therefore created as a complementary document (see Annex 3); in certain cases and in collaboration with the company, a document for monitoring the respective practice that the company already contained was used and the incorporation of some specific issues that correlated with the objectives of the Project was suggested. This process contributed to the increase of the "transversalisation" of the gender equality dimension in these corporate documents.

The Project team compiled a longer and more detailed document for diagnosis to be carried out in the remaining companies. It was aimed at identifying good practices, but also problems and obstacles sensed by the company with regard to gender equality. As such, the company's diagnosis support document was structured around 10 areas, each subdivided into a set of indicators characterising the company's management of gender equality, conciliation of professional, family and personal life and maternity and paternity protection⁵.

The areas that make up this document are the following:

- a) Corporate mission and values
- b) Staff selection and recruitment
- c) Lifelong learning
- d) Career promotions and progress
- e) Salaries
- f) Dialogue and participation of male and female workers
- g) Obligation to respect the dignity of both women and men at the workplace
- h) Information, communication and image
- i) Maternity and paternity protection and family aid
- j) Conciliation of professional, personal and family life.

The process used to collect information in the companies involved the following strategy: interviews, envisaging the completion of the document; as a complement, asking companies for information and/or additional documentation for greater consolidation /explanations on each topic, which came to be the object of careful analysis and interpretation.

This was a long process in which it was not always easy to conciliate the Project's calendar with corporate schedules and where the number of work sessions at each company widely surpassed what had initially been planned; in some cases, in view of the type of information required by the documents, it was necessary to multiply and diversify the number of company representatives to collect information.

However, convinced that this was a decisive moment for the development of the subsequent work, the Project considered this greater "investment" as necessary: not only because successful intervention planning could depend on a solid, well-founded diagnosis but also because this strict and detailed diagnosis could permit, aside from the strengthening of the Project team's skills, a better corporate self-knowledge and a strengthening in awareness of the gender equality area, having led them, in many cases, to become more aware of their own weaknesses.

⁵ The structure of this document was adapted and used as a basis for the questionnaire proposed in another of the Project's products: "Self-assessment Guide on Gender Equality in Companies".

After collecting and analysing information from each company, reports were drafted and validated, in accordance with the type of information collected in the different companies: reports characterising good practices and diagnosis reports. In the final part of each diagnosis reports is included a summary in the form of a table, which identifies both good practices and weaknesses, enabling the company to specify possible areas of intervention for gender equality. This phase of the process took place mainly during the second half of 2007.

Throughout this process, the Project team facilitated company access to legal information and other available resources such as studies and publications.

The report validation process was carried out in two different ways:

REPORTS CHARACTERISING GOOD PRACTICES:

- a preliminary version of the report was drafted by a member of the technical team⁶ and discussed in detail within the work subgroup (CESIS, CITE e ISCTE);
- the revised version was sent to the other partner entities, collecting their doubts, contributions and suggestions. In some cases, this implied further contact with the company;
- the new version of the report was sent to the respective company for validation by its Project representatives. Validation was done by electronic mail;

DIAGNOSIS REPORTS:

- a preliminary version of the report was drafted by a member of the technical team and discussed in detail within the work subgroup (CESIS, CITE and ISCTE);
- the revised version was sent to the other partner entities, collecting their doubts, contributions and suggestions. In some cases, this implied further contact with the company.
- the report was sent to the respective company to inform it of the work carried out;
- then, a meeting was scheduled between the work subgroup and company representatives in order to validate the report and define possible intervention and experimental areas in the company and provide a demonstration for the remaining associated companies;
- after the company validated the report, it was sent to the respective organisations representative of workers.
- joint meetings between the work subgroup, representatives of organisations representative of workers and representatives of the Project's syndicate partners (CGTP – IN and UGT) to collect contributions and for validation of the company report by these organisations.

⁶ In the subgroup working inside each company, comprised of three elements – one from CESIS, another from CITE and another from ISCTE – a person was appointed to supervise the analysis of the information and draft report.

It was mainly following the diagnosis phase that, together with associated companies, the Project decided to revise the initial criteria for grouping together companies and assume that all of them can demonstrate good practices to others and are interested in incorporating new practices with regard to gender equality and conciliation of professional and family life, in the logic presiding the inter-company work phase.

2.3.2 INTER-COMPANY DIALOGUE AND COOPERATION

Inter-company work was completed through a series of sessions between January and the end of March 2008, based on a logic of cooperation, sharing of experiences and mutual demonstration of good practices that met the needs and interests manifested by the various companies.

In these work sessions, the companies assumed a central role, be it in the role of “demonstrators” or in the interest of incorporating the practice demonstrated. An innovative approach consisting of working in pairs, from company to company (although always with the support and guidelines of the Project) was therefore privileged, so that they could jointly identify and demonstrate solutions.

Work organisation methods, as well as the contents of the sessions were jointly designed between the Project’s technical team and the nine companies, in two preparatory sessions that took place at ISCTE.

In a preliminary meeting and with the purpose of “launching” the work, the Project team resumed the objectives of this activity, in the presence of all nine companies:

- demonstration of good practices and successful solutions in partner companies;
- identification of weaknesses, search for shared solutions and their testing in those partner companies interested in improving their practices;
- construction of a product based on working methods for and with companies, the *Solution Manual*.

Subsequently, and taking as a reference the Project’s intervention areas: gender equality, conciliation of professional, family and personal life, maternity and paternity protection (area in which, in spite of its strategic importance for the achievement of equality, no practices were identified other than those stipulated by the law), good practices were listed, grouped together in different dimensions, as identified in the corporate diagnosis process:

GENDER EQUALITY - LABOUR MARKET DESEGREGATION

- Initiatives which aim at attracting girls to the universe of technologies with the perspective of increasing the amount of women in engineering and technologies areas in the labour market (IBM – E.X.I.T.E.), MentorPlace)
- Positive discrimination - preference given to recruiting women for corporate areas where they are under-represented (Zerex – technical/operational areas; Estoril Sol – gambling; Auchan – butcher’s sector)
- Contracting women for traditionally male professions (TAP – aircraft maintenance and piloting).

WORK-FAMILY CONCILIATION

- WAYS OF ORGANISING WORK

- Autonomy to organise work, in space and in time, according to professional objectives and family and personal needs (Microsoft – flexible working hours/mobile office)
- Adaptation of working hours to professional objectives and family and personal needs (Grafe – Flexible working hours)
- Compressed working hours, for some areas of the company, in order to provide free mornings or afternoons (Somague – compressed working hours; Estoril Sol – Compressed working hours and Summer Working Hours)

WORK-FAMILY CONCILIATION

- SUPPORT SERVICES AND FACILITIES FOR CHILDREN

- Protocols with child care facilities and/or financial support for their use (Somague/ Xerox/ Auchan – Foundation)
- Company childcare and kindergarten with extended hours according to the company's operating period, sometimes 24 hours/day, 365 days/year (TAP/Auchan under creation in Castelo Branco)
- Financial support for child care (AXA).

WORK-FAMILY-PERSONAL LIFE CONCILIATION

- WELL-BEING AND STRESS MANAGEMENT SERVICES

- Solutions for conciliating day-to-day needs of male and female workers and solutions for combating stress and promoting physical and emotional well-being (Microsoft – Healthy week, convenience services, psychology, massage, nutritionism, etc./Grafe - Acupuncture / Xerox – Work-Life Programme: Stress management workshop, labour gymnastics / AXA – Balance programme between professional, personal and family life with convenience and well-being services and protocol with gymnasium).

In complement and taking as references the same dimensions, the main weaknesses identified were presented and, to which some companies had already shown interest in intervening in a perspective of improving their practices:

GENDER EQUALITY - LABOUR MARKET DESEGREGATION

- Lack of a policy to systematically cover and promote contracting men or women in areas where they are under-represented
- Absence of training courses or other measures to expressly promote access by men and women to areas or professions in which they are under-represented
- Unbalanced representation of men and women in top positions such as directors and supervisors

GENDER EQUALITY – TRANSVERSAL MEASURES

- Absence of formal policies for promoting gender equality
- Absence of the topic of gender equality in internal training

- Absence of inclusive language and images in all internal and external communication processes

WORK-FAMILY-PERSONAL LIFE CONCILIATION

- Insufficient capacity of response to male and female workers' conciliation needs according to the nature of corporate activity (services and child care facilities, new work organisation methods, ...)

MATERNITY AND PATERNITY PROTECTION

- Insufficient specific measures for supporting maternity and paternity, in addition to those stipulated by the law.

Facing the good practices demonstrated and the needs felt and considering the resources available, namely in terms of time (company and Project), inter-company work sessions were planned.

This process terminated in a second meeting between the same entities, where the following was defined with regard to each session: practice(s) to be demonstrated, objectives, 'demonstrating' companies, 'incorporating' companies, date, place, member of the technical team responsible for organising and promoting the session.

In this meeting, given the interest shown by some companies, a set of documents was also distributed and information on the possibilities of financial aid recently made available by the National Strategic Reference Framework to companies that promote gender equality plans was presented.

This preparatory phase was followed by six inter-company work sessions. It is important to mention that two of these were of a different character from inter-company demonstration logic. In these cases, the aim was to correspond to the needs felt by the companies through the contributions of trainers from outside the Project, experts, respectively, in gender equality and inclusive language and image in companies. Due to the importance of the subjects and their contribution to strengthening individual and organisational skills, participation in these sessions by members of the Development Partnership was encouraged.

1st INTER-COMPANY WORK SESSION (25th JANUARY 2008)

PRACTICE TO BE DEMONSTRATED/INCORPORATED: Ways of organising working hours to facilitate conciliation with family life

DEMONSTRATING COMPANIES: GRAFE, SOMAGUE, ESTORIL SOL, MICROSOFT

COMPANY INTERESTED IN INCORPORATING: AUCHAN

After a brief introduction to the topic, provided by the project team, demonstrating companies were requested to present each of their practices, focusing on the following points:

- Objectives of the practice
- For whom it is intended
- How it was implemented
- What difficulties and obstacles were encountered during its implementation
- What methods were found to overcome the difficulties and obstacles encountered
- The practice aimed to solve an occasional/conjunctural problem or assume a permanent and continuous character.
- Results and added value of the practice
- Impact of the implementation of the practice

The following practices were demonstrated:

COMPANIES WITH PRACTICES IN THIS AREA

> MICROSOFT MOBILE OFFICE

Autonomy for organising work, in time and space, according to professional objectives and family and personal needs.

> GRAFE FLEXIBLE HOURS

Adaptation of working hours according to professional objectives and family and personal needs.

> SOMAGUE COMPRESSED WORKING HOURS

Compressed working hours, for some areas of the company, in order to allow free mornings or afternoons.

> ESTORIL SOL COMPRESSED WORKING HOURS SUMMER WORKING HOURS

Compressed working hours, for some areas of the company, in order to allow free mornings or afternoons.

The presentation of the different practices resulted in a live debate among the companies, who posed different issues, shared experiences, methods of action and results obtained.

Eight associated company representatives attended this session (Estoril Sol, Auchan, IBM, Somague, AXA and Grafe).

2nd INTER-COMPANY WORK SESSION (28th FEBRUARY 2008)

GENDER EQUALITY TRAINING

OBJECTIVE: Develop and improve skills in the area of gender equality for application in professional practices and of representation.

EXPERT/TRAINER: MARIA DO CÉU DA CUNHA RÊGO

COMPANIES INTERESTED IN INCORPORATING: IBM, AXA, GRUPO AUCHAN, ESTORIL SOL, GRAFE, TAP AND RTP

WRO REPRESENTATIVES: TAP, GRUPO AUCHAN E ESTORIL SOL

This was a training session for associated company representatives and members of organisations representative of workers from these companies.

By using demonstrative and participative methods, Maria do Céu da Cunha Rêgo guided the session to obtain an active participation, in a perspective approach that privileged the contextualisation of gender equality in the dynamics of social dialogue in companies.



Eleven representatives from companies associated with the Project were present (IBM, AXA, Auchan Group, Estoril Sol, Grafe and TAP) and six representatives from organisations representative of workers (workers' committee and syndicates representing TAP, Auchan Group and Estoril Sol). Ten technicians and coordinators from some of the entities of the Development Partnership of the Project also participated in this session (CITE, CESIS, ISCTE, CGTP-IN, RTP and IAPMEI). Note the participation of RTP's Human Resources Director.

When the session was over, it became obvious how adequate the methods were to the initial objectives, as well as to the different participants' profiles. Interest was shown in repeating this training for people from other areas of companies present.

3rd INTER-COMPANY WORK SESSION (14th MARCH 2008)

PRACTICE TO BE DEMONSTRATED / INCORPORATED: Measurement tools and indicators for monitoring the promotion of gender equality - a contribution for the development of plans of action related to gender equality

DEMONSTRATING COMPANIES: XEROX E MICROSOFT

COMPANIES INTERESTED IN INCORPORATING: TAP, ESTORIL SOL, AXA, GRUPO AUCHAN AND GRAFE

Microsoft and Xerox were responsible for promoting this session. They presented the measurement tools and indicators needed for monitoring the measures for the promotion of gender equality used in the respective companies.

Microsoft's presentation had as a structuring principle "We manage what we measure". Based on this, the objectives and contents of different measurement tools were presented in great detail.

These tools cover many different areas such as assessing the satisfaction of employees, access of women to leadership positions, relative representation of women and men in the different functional areas of the company.

In the presentation given by Xerox, company practices regarding gender equality, conciliation of family, professional and personal life and respective guidelines in corporate human resource policies were emphasised. Afterwards, the tools for monitoring these practices were presented.

These tools include issues aimed at reflecting and assessing the equal opportunities and non-discrimination policy, as well as the work-family balance corporate policy.

It is worth mentioning that the presentations given by both companies were structured in such a way as to show how advantageous it was for the company to implement measures concerning gender equality.



The presentations provoked a diversity of questions, from attempts to clarify procedures being discussed to assessing their transferability potential to other companies. The debate followed into an extensive discussion on measures to be adopted to promote gender equality as a competitive advantage for companies.

Nine people representing Xerox, Microsoft, AXA, Grafe, Auchan and Estoril Sol were present at this session.

4th INTER-COMPANY WORK SESSION (17th MARCH 2008 - MORNING)

PRACTICE TO BE DEMONSTRATED/INCORPORATED: Inclusive language and image as a means of promoting gender equality in companies.

OBJECTIVE: To demonstrate and improve skills in the use of inclusive language and image as a means of promoting gender equality in companies.

EXPERT/TRAINER: TERESA ALVAREZ

COMPANIES INTERESTED IN INCORPORATING: GRAFE, AXA, ESTORIL SOL, SOMAGUE, AUCHAN, TAP, IBM AND RTP

The aim of this session was to demonstrate and improve skills in using inclusive language and images as a means of promoting gender equality in enterprises, based on documents and internal and external communication materials provided by the different enterprises associated with the Project.



By using these documents and materials provided by companies (Auchan Group, AXA, Estoril Sol III, Grafe, TAP, IBM and Somague) and RTP, in the capacity of member of the Development Partnership, Teresa Alvarez guided the session in a way to guarantee their active participation, demonstrating and exemplifying solutions that permit the adoption of inclusive language and images by the companies, as a means of promoting gender equality. The following people attended the session:

- the person responsible for the social policy and internal communication and the person responsible for internal communication from the Auchan group;
- the human resources director and a technician, a communication technician from the Communication and Brand Name Department and a product marketer professional from AXA's Marketing Department;
- the director and a technician from Estoril Sol's Human Resources Department;
- the director-general of Grafe;
- a social service technician from TAP;
- the director of the Communication and External Programmes Department and a member of the Board of Directors of IBM as well as four other professionals;
- the director-general of marketing and communication and a representative from Somague's human resources management department.

Nine technicians and coordinators from some of the entities of the Development Partnership of the Project also participated in this session (ISCTE, CITE, CESIS, CGTP-IN and RTP) and a technician from the Project's external evaluation team (CIES-ISCTE).

At the end of the session, emphasis was given to the importance of the methods adopted for sharing and analysing the different documents and materials provided by companies for a participated and facilitating reflection on the incorporation of an inclusive language on the grounds of gender.

5th INTER-COMPANY WORK SESSION (17th MARCH 2008 - AFTERNOON)

PRACTICE TO BE DEMONSTRATED/INCORPORATED: *Taking the Stage* - Women and Leadership

DEMONSTRATING COMPANY: IBM

COMPANIES INTERESTED IN INCORPORATING: MICROSOFT, AUCHAN, ESTORIL SOL E AXA.

TAKING THE STAGE is a training course included in the initiatives developed by the Portugal Women Leadership Council (PWLC), created in 2004 by a women's team of IBMers, whose challenge is to provide a more balanced working environment and provide both women and men with equal opportunities to develop their professional lives.

The objective of TAKING THE STAGE is to train women leaders by approaching issues such as communication, posture, safety and self-esteem. This training is structured in four modules, supported by four films produced by the IBM Corporation and by exercises carried out in work groups. For this session, given the time limitations, only the first module was developed – Choose to take the stage - and was promoted by the IBM team that usually coordinates this training.



The original format of this training is mainly directed towards the IBM's female staff; however, it was adapted and directed towards all representatives of companies associated with the Project.

Seven representatives from companies associated with the Project were present at this session (AXA, Microsoft, Auchan Group, Estoril Sol III and IBM) and five elements from IBM.

At the end of the session, most participants showed their satisfaction with this sharing and learning moment provided by the IBM team and also showed an interest in the remaining modules that make up this training.

6th INTER-COMPANY WORK SESSION (31st MARCH 2008)

PRACTICE TO BE DEMONSTRATED/INCORPORATED: : *EX.I.T.E* e *MentorPlace* - promoting awareness of girls to the areas of engineering and technologies

DEMONSTRATING COMPANY: IBM

COMPANIES INTERESTED IN INCORPORATING: SOMAGUE E XEROX

The main aim of this session was a detailed presentation of the plan of action of EX.I.T.E. and MentorPlace initiatives, in order for them to be duly adapted by Somague and Xerox. The aim of these initiatives is to make girls aware of and attract them to the universe of technologies and engineering.

Two representatives from Somague and Xerox as well as four technicians and coordinators from some of the entities of the Development Partnership of the Project (CITE, CESIS and ISCTE) participated in the session. It is also worth mentioning that seven professionals from IBM and a technician from EQUAL's Management Department who is responsible for the Project were present.

The person responsible for promoting this session was Conceição Zagalo, from IBM, who through a demonstrative method guided her intervention towards the explanation, step-by-step, of practices, identifying the procedures and processes to follow for their respective planning, execution and assessment. Some of the professionals that make up the team involved in EX.I.T.E. and MentorPlace were invited to participate in this presentation and relate their experience.



The following aspects were introduced: the mission of each practice, the problematic, the planning, the organisation and execution of each step, the budget management, the constitution of voluntary teams, the organisation of transportation, the organisation of the room, the changing room, the security, the food, the objectives and the importance of the "commandments" (e.g. rules of conduct) and the assessment process.

The IBM team also proposed some possible ways of adapting the practices demonstrated to the reality of the partner companies.

The debate was enthusiastic and revealed great interest aroused by the session.

2.3.3 PARTICIPATION IN OTHER ACTIVITIES, OUTSIDE THE PROJECT

During the course of the Project, associated partner companies were invited at different times to participate in events associated with the Project or with other entities constituting the Development Partnership.

This participation increased public visibility of good corporate practices and of the company's involvement in the Project.

Each activity is presented below:

CONCILIATION BETWEEN PROFESSIONAL, PERSONAL AND FAMILY LIFE CONFERENCE. NEW CHALLENGES FOR BUSINESS PARTNERS AND PUBLIC POLICIES (12 AND 13th JULY 2007)

Auchan and AXA were invited to participate in the Conciliation between Professional, Personal and Family Life Conference. New Challenges for Business Partners and Public Policies, promoted by the Portuguese Presidency of the European Union, which took place in Lisbon.

Both integrated the speakers' panel of Workshop 3: Business Partner Initiatives and Joint Negotiation aimed at presenting experiences of business partners in collective negotiation, with examples of company and/or sectorial agreements as well as initiatives of employing entities, syndicates and business and syndicate associations. Auchan and AXA presented their good gender equality, conciliation of work-family and social dialogue practices.

MARKETPLACE (20th SEPTEMBER 2007)

The Project and associated partner companies (IBM and Grafe) participated in the Market-Place initiative, promoted by the Responsabilidade Social das Empresas (Corporate Social Responsibility) at the Ribeira Market.

The aim of the initiative was to create a space for sharing innovative and successful experiences among companies and organisations in the various dimensions of social responsibilities, namely with regard to gender equality. The underlying concept was that of a real "good practice market" in which participants simultaneously assumed the role of solution "sellers" and "buyers".

IBM presented the E.X.I.T.E. and MentorPlace initiative as an innovative solution with regard to equality. Grafe demonstrated its working hour flexibility policy as well as its well-being services (acupuncture).

COMMUNITY OF PRACTICE - PEER REVIEW GENDER MAINSTREAMING: A TOOL FOR CHANGE (4 AND 5th OCTOBER 2007)

IBM, in the quality of a company associated with the Project, with successful practices with regard to gender equality, was invited to participate in Florence, Italy, in a community of practice promoted by the Italian programme Community Initiative Programme EQUAL, entitled PEER REVIEW – "GENDER MAINSTREAMING: A TOOL FOR CHANGE".

The aim of this event was to share tools, analysis perspectives and good practices in the sense of transferring success solutions, in the area of gender mainstreaming, for the 2007-2013 scheduling period of the European Social Fund.

Experts, professionals, companies, syndicates, business partners and public and private institutions from different Member-States participated in this event.

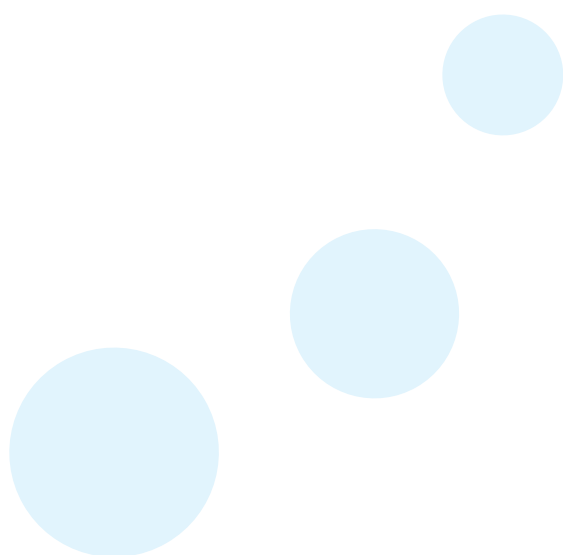
IBM actively participated in one of the workshops under the topic "Gender Mainstreaming in enterprises: successful experiences and innovative approaches".

A second workshop was dedicated to the subject "Contribution of Gender Mainstreaming to social dialogue".

SOCIAL RESPONSIBILITY WEEK (10th TO THE 13TH MARCH 2008)

Within the scope of the 3rd Edition of the Social Responsibility Week, an event that was promoted by the Associação Portuguesa de Ética Empresarial - APEE (Portuguese Association of Business Ethics), which took place at the Belém Cultural Centre, CITE organised the "Social Responsibility and Gender Equality: a path to follow" workshop that took place on the 11th March.

Representatives from all companies associated with the Project participated in one of the panels of this workshop entitled "Achievement of gender equality in Companies". The panel involved the presentation of the good practices of each company by their respective representative.

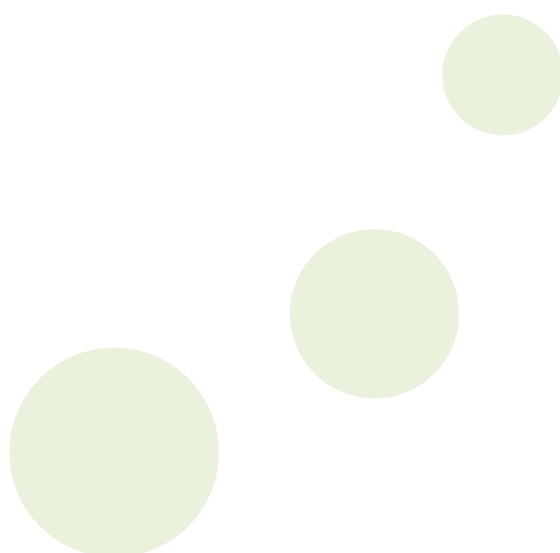




**GOOD GENDER EQUALITY
PRACTICES**
CHARACTERISATION FILES



III



The characterisation files indicating good practices in gender equality and conciliation of work with family and personal life that follow correspond to practices identified in partner companies associated with the Project.

These constitute a synthesis, deliberately short and concise, of the main differential elements of each practice, considering, namely, their transferability/incorporation potential by other companies.

GENDER EQUALITY DESEGREGATION OF THE LABOUR MARKET

■ GOOD PRACTICE EX.I.T.E. CAMP

■ COMPANY NAME Companhia IBM Portuguesa, SA

■ COMPANY DIMENSIONS Large (multinational)

■ SECTOR OF ACTIVITY Computer and peripheral equipment wholesale

OBJECTIVE	Make young female students aware of the areas of technologies and engineering.
FOR WHOM IT IS INTENDED	Girls of between the ages of 11 and 13, in a group of 30, 15 of whom are daughters of IBM workers and the remaining girls are students from selected schools.
DESCRIPTION	There is an "IBMsers" women's work group in the company, Women in Technology, aimed at encouraging women to participate in technology and engineering since it is a predominantly male area. It was in this sense that they became interested in applying to the E.X.I.T.E. CAMP programme, developed by the IBM Corporation. It is an annual initiative aimed at developing different activities that show the importance of technology and the ways in which it can be used to solve daily issues. O EX.I.T.E. Camp lasts one week and takes place at the IBM Forum between 9.31 a.m. and 5.30 p.m.
RESOURCES MOBILISED	Financial resources (financial aid from the IBM Corporation), institutional resources (partnerships with schools) and human resources (still working and already retired IBM staff, invited by the company and mentors from selected schools, more specifically elements of respective Executive Boards).
BENEFITS	This practice contributes to the valorisation of the role and image of IBM as a social responsible organisation, projecting to society the image of a company that looks to stimulate equal opportunities towards a more gender balanced work field. It's about a motivational factor, of belonging and pride, and in some cases, of skill development. It enables young people to participate and learn different practical activities and acquire technological skills.
SUCCESS FACTORS	<p>Interest shown by schools in participating in the EXITE is fundamental for its success. It is equally important to have a motivated team of professionals responsible for the development of the actions and to guarantee the involvement of the docent body from selected schools.</p> <p>On an operational level it is essential to: distribute information (e.g. the twelve company commandments) to the team responsible for the activities to facilitate their work and participation and promote/divulge activities on the intranet so as to alert to the presence of the students during that week.</p>



**SUCCESS
FACTORS**

For IBM, this practice may be adjusted and adopted by other companies regardless of their sector of activity. It is fundamental to recognise the need to attract and train future professionals for jobs still predominantly done by men. It demands, however, availability of financial and human resources as well as the suitable adaptations to the reality of such companies.

GENDER EQUALITY DESEGREGATION OF THE LABOUR MARKET

■ GOOD PRACTICE MENTORPLACE

- COMPANY NAME Companhia IBM Portuguesa, SA
- COMPANY DIMENSIONS Large (multinational)
- SECTOR OF ACTIVITY Computer and peripheral equipment wholesale

OBJECTIVE	Consolidate knowledge acquired by young girls who attend the EX.I.T.E. Camp.
FOR WHOM IT IS INTENDED	The 30 girls who participate in the EX.I.T.E. Camp week.
DESCRIPTION	<p>MentorPlace appeared as a commitment with regard to public education and aims to contribute to the quality of education and learning through electronic communication.</p> <p>During the school year the young girls carry out specific activities accompanied and orientated by 30 professional women from IBM (mentors).</p> <p>MentorPlace (www.mentorplace.org) is an IT programme that enables communication between the young girls ("mentees") and the mentors. Different projects are carried out, with interest and importance for the social training and education of these young girls. To this end, a protocol between IBM and the chairperson of the Executive Boards of the schools involved is signed in order to guaranteeing access by female students to computers connected to the Internet and accompaniment by mentors during the course of the projects. Teachers can also access the content of all messages, which allows them to safeguard the necessary safety in the exchange of information.</p>
RESOURCES MOBILISED	Thirty professional women from IBM (mentors) who accompany and advise young girls in specific MentorPlace activities during one school year.
BENEFITS	This benefits the company's reputation (it promotes the image in society of a company that is aware of current social problems and encourages equal opportunities for the sake of a more gender-balanced professional market, especially in the fields of science and technology); at the level of internal atmosphere(it implies the establishment of new relationships or the development of inter-personal relationships between voluntary workers and other workers from IBM Portugal or even all over the world); with regard to public relations (it sparks the interest of the media, who therefore promote and acknowledge the value of the organisation); with regard to the company's image as in the eyes of governmental bodies (closing ceremonies have been attended by representatives of the Ministry of Education and the Ministry of Science, Technology and Higher Education that have praised the EX.I.T.E. Camp and MentorPlace and shown an interest in replicating both practices in a wider scope).

BENEFITS

For young girls, this initiative enables interaction with an IBM professional and the development of different projects.

**SUCCESS
FACTORS**

Select a reduced number of schools, privileging the desire shown to participate in the initiative.

The organisation of sessions to present the initiative, in which the objectives, agenda and logistics with the intention of involving the docent body are identified. With regard to the work of the mentors, their will and motivation is assessed as oppose to their technical profile.

It is fundamental to recognise the need to attract and train future professionals for jobs that are still predominantly done by men.

GENDER EQUALITY DESEGREGATION OF THE LABOUR MARKET

■ GOOD PRACTICE POSITIVE DISCRIMINATION IN FAVOUR OF THE UNDER-REPRESENTED SEX DURING RECRUITMENT AND SELECTION

■ NAME OF THE COMPANY Xerox Portugal – Equipamentos de Escritório Lda.

■ COMPANY DIMENSIONS Medium

■ SECTOR OF ACTIVITY Sale of office equipment

OBJECTIVE	Increasing women's representation in the Xerox business.
FOR WHOM IT IS INTENDED	All female workers and potential female candidates working at the company.
DESCRIPTION	<p>Xerox Portugal verified in 1997 a great difference between male and female representation; women constituted only 19% of company staff. This unbalance was and still is more prominent in technical jobs related to equipment maintenance, where there are no women, as well as consultancy and programming. On account of this, Xerox Portugal decided to implement a positive discrimination measure in favour of women during internal and external recruitment and selection processes. This practice is included in the corporate Diversity – Equal Opportunities policy, defined in 1997, which consists of providing equal opportunities in the entire human resources management process, regardless of ethnic beliefs, sex, age, nationality, among others.</p> <p>When a new recruitment and selection process occurs, specific instructions are given to companies to give priority to women, regardless of the position or job. Xerox stipulates that there is at least one woman in every three applicants. The same type of instructions applies to internal recruitment.</p> <p>Since the implementation of this practice, an increase in the representation of women employed at Xerox Portugal has been verified – in 2006, women already represented 25% of the total number of employees. The number of women employed rose from 18% to 50% between 2005 and 2006. This increase was recorded in pre and post-sale area where women programmers and analysts can now be found.</p>
RESOURCES MOBILISED	<p>When the practice was implemented, there were various divulgation actions through internal communication (intranet, newsletter, etc.) and meetings between the human resources department and other departments.</p> <p>In its operacionalisation various levels of the organisational structure are involved. It also involves, at the external level, recruitment and selection companies.</p>

BENEFITS

For the company, the increased presence of women helps to create a better environment and some initial resistance from male workers was actually broken down. On a day-to-day basis greater balance as well as greater diversity of opinions, ways of being and thinking have been registered.

Xerox Portugal has been a benchmarking example in this respect, since at this type of measures are not mandatory at the Xerox Corporation level.

**SUCCESS
FACTORS**

Due to the difficulty to obtain female applicants for jobs traditionally done by men, the application period must be extended in order to increase the probability of female applications being submitted. The implementation and sustainability of the practice depend on commitment at the highest hierarchal level of the company.

GENDER EQUALITY DESEGREGATION OF THE LABOUR MARKET

■ GOOD PRACTICE POSITIVE DISCRIMINATION IN FAVOUR OF THE UNDER-REPRESENTED SEX DURING RECRUITMENT AND SELECTION

- NAME OF THE COMPANY Estoril Sol (III) – Turismo, Animação e Jogo, SA
- COMPANY DIMENSIONS Large
- SECTOR OF ACTIVITY Gambling

OBJECTIVE	Increase the representation of women employed in the area of gambling.
FOR WHOM IT IS INTENDED	All female workers and potential female candidates working at the company.
DESCRIPTION	In 2006, looking to open the Lisbon Casino, the company privileged the recruitment of women to increase its representation in the operational areas related to gambling. As it was a mass operation, the company contracted a recruitment and selection company that was given specific instructions to recruit more women for its area of business. With regard to internal recruitment and equal conditions in terms of qualifications, professional experience, etc., preference is also given to women for the areas of gambling.
RESOURCES MOBILISED	It involves recruitment and selection companies at the external level.
BENEFITS	The company makes a positive assessment of the effects of this measure as mixed teams have promoted a better and more suitable working environment.
SUCCESS FACTORS	<p>The implementation and sustainability of this practice depend on commitment at the highest hierarchal level of the company and the incorporation of values underlying a gender equality policy is also fundamental.</p> <p>On an operating level, a practice of this nature depends on compliance with the equal rights principle of equality between women and men and the application of the positive discrimination measure in favour of women in recruitment and selection processes carried out by those responsible for them.</p>

GENDER EQUALITY DESEGREGATION OF THE LABOUR MARKET

■ GOOD PRACTICE EMPLOYMENT OF WOMEN FOR TRADITIONALLY MALE PROFESSIONS

- NAME OF THE COMPANY Grupo Auchan
- COMPANY DIMENSIONS Large (multinational)
- SECTOR OF ACTIVITY Commerce and Retail

OBJECTIVE	Promoting the presence of a higher number of women in traditionally male professions, namely as butchers, contributing to professional desegregation on the grounds of sex.
FOR WHOM IT IS INTENDED	All female workers and potential female candidates working at the Auchan Group.
DESCRIPTION	The company promotes women applicants and encourages their access to jobs as butchers, guaranteeing training at the workplace for a period of up to 2 years. Women employed as supervisors of this section are trained for a period of 4 months in the School-Section of the company. This is carried out in conformity with the stipulations of Auchan's Code of Conduct, which foresees equal treatment of women and men with regard to recruitment, selection and access to training.
RESOURCES MOBILISED	The internal system of identification of human potential and the open culture that encourages both men and women to demonstrate their future expectations, provides access to specific training. This practice is also sustained in a diversified training process (in accordance with the professional experience and background of each person) that enables women apprentices to learn skills for performing a butcher's job.
BENEFITS	For the company, the existence of mixed butcher teams results in more efficient work. It also increases the range of human resources available for recruitment. On the other hand, by being able to become butchers, women see increasing opportunities to work or progress in their careers. It also enables people to do the jobs they identify with the most and in which they find more advantages, which helps to increase their motivation.
SUCCESS FACTORS	The success of this type of practice is mainly due to an open organisational culture based on the principle of equality between women and men. The existence of an internal system for identifying human potential allows for taking into consideration the professional experience and background of each person and enables women to come to acquire skills to do jobs traditionally done by men.

GENDER EQUALITY DESEGREGATION OF THE LABOUR MARKET

■ GOOD PRACTICE EMPLOYMENT OF WOMEN FOR TRADITIONALLY MALE PROFESSIONS

- NAME OF THE COMPANY Transportes Aéreos Portugueses, SA
- COMPANY DIMENSIONS Large
- SECTOR OF ACTIVITY Commercial Aviation and Aircraft Maintenance

OBJECTIVE	To promote a higher number of women in traditionally male professions and contribute to professional desegregation on the grounds of sex.
FOR WHOM IT IS INTENDED	All female workers and potential female candidates working at TAP, more specifically for Aircraft Maintenance Technicians and Pilots.
DESCRIPTION	In recruitment and selection processes for professions traditionally occupied by men, men and women have been treated equally since 1989, which has gradually allowed women to enter male "areas", more specifically as Aircraft Maintenance Technicians and Pilots.
RESOURCES MOBILISED	Those normally used in recruitment and selection processes.
BENEFITS	<p>A better working environment, favoured by the existence of mixed teams.</p> <p>The horizontal desegregation of the working staff structure – a practice of this type avoids the existence of professions occupied exclusively by men, such as Aircraft Maintenance and Pilots.</p> <p>The real possibility for female workers to start professional careers that were "forbidden" in the past and which are highly qualified jobs.</p>
SUCCESS FACTORS	<p>The commitment of the board of directors, intermediate supervisors and the people responsible for recruitment and selection is very important in order for candidates to be actually treated on an equal footing.</p> <p>One of the ways of guaranteeing this commitment is to provide information on gender equality to all involved. This type of training is particularly important for intermediate supervisors and senior workers as they may be eventually more resistant to change.</p>

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE WAYS OF ORGANISING WORKING HOURS

■ GOOD PRACTICE WORKING HOUR FLEXIBILITY

■ NAME OF THE COMPANY MSFT, SOFTWARE PARA MICROCOMPUTADORES, LDA

■ COMPANY DIMENSIONS Large (multinational)

■ SECTOR OF ACTIVITY IT/ Software Technologies

OBJECTIVE	Give autonomy to organise work, in space and time, according to professional objectives and family and personal needs.
FOR WHOM IT IS INTENDED	All people working for the company.
DESCRIPTION	<p>Working hour flexibility is a common practice at the company. The structure is focused on clients and work is organised according to the objectives to be achieved.</p> <p>Working hours are from Monday to Friday, between 9 a.m. and 6 p.m., with a lunch break from 1 to 2 p.m. However, workers are able to control their starting or finishing times in accordance with their daily agenda and their personal or family needs. The company also allows professionals to work from home by providing the adequate equipment.</p>
RESOURCES MOBILISED	The mobile office concept associated with this practice implies providing an IT device that allows for safe access to the company's intranet and internal tools, replicating the office at home. It also implies providing laptops and mobile phones.
BENEFITS	<p>The impact is positive for the company not only with regard to results, because workers are focused on the objectives to be achieved, but also at the level of their satisfaction, because this allows flexibility, autonomy, control over their work day and makes them feel personally and professionally successful.</p> <p>From the point of view of the beneficiaries, flexible working hours are considered an instrument to improve conciliation between personal, family and professional life. The possibility of controlling their own agenda and organising their daily work more efficiently is one of the many advantages identified.</p>
SUCCESS FACTORS	<p>The essential factor for the success of this practice is organising work according to objectives.</p> <p>The implementation of commodity or convenience services or other measures for supporting the conciliation between personal, family and professional life can imply eventual difficulties resulting from the need to meet professional objectives.</p>

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE WAYS OF ORGANISING WORKING HOURS

■ **GOOD PRACTICE** WORKING HOUR FLEXIBILITY

■ **NAME OF THE COMPANY** GRAFE Publicidade, Lda

■ **COMPANY DIMENSIONS** Small

■ **SECTOR DE ACTIVIDADE** Publicity

OBJECTIVE	Promoting conciliation between family and professional life.
FOR WHOM IT IS INTENDED	All people working for the company.
DESCRIPTION	<p>Since the company was founded in 1984, creative workers (designers, art finalists, viewers) have had the habit to come into work and leave work at different hours.</p> <p>Flexible working hours responds to the need to organise working time, without jeopardizing the company's capacity to respond to the requests of its clients. This enables work delivery deadlines to be conciliated with workers' personal and family needs.</p> <p>The working hours formalised in 2007 with the competent authorities have flexible starting times – between 9.30 and 11.30 a.m. – and finishing times – from 6 to 8.30 p.m. Within these flexible hours, each worker should complete eight hours' work per day. However, whenever extra hours are required (which occurs occasionally, given work deadlines to be complied with), workers can choose to take advantage of these extra hours when its more convenient for them.</p>
RESOURCES MOBILISED	This did not imply mobilising any type of resources (human, financial or others), or any partners.
BENEFITS	<p>For the company, this practice implies increased responsibility of the workers with the company, which means stricter compliance with deadlines, greater client loyalty and the acquisition of new clients.</p> <p>The added value of this practice implies the freedom of workers to control their time and conciliate professional, personal and family life, which has a positive impact in professional terms and also in personal and family terms.</p> <p>The most obvious advantage for beneficiaries is the conciliation of personal and family life with their professional one. They recognise great importance to the autonomy given to each person to have a more convenient schedule and to the impact of flexibility in the improvement of their professional performance.</p>
SUCCESS FACTORS	<p>The implementation of this practice depends on the commitment at the highest hierarchal level of the company to organise working times based on the family and/or personal needs of their workers.</p> <p>The knowledge and agreement of all workers is fundamental for the success of this non-imposed practice.</p>

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE CHILD CARE SERVICES AND FACILITIES

■ GOOD PRACTICE COMPRESSED HOURS

- NAME OF THE COMPANY Somague Engenharia, SA
- COMPANY DIMENSIONS Large
- ECTOR OF ACTIVITY Civil Construction and Public Works

OBJECTIVE	Allow people to have time for personal or family matters.
FOR WHOM IT IS INTENDED	Male and female workers at headquarters.
DESCRIPTION	The implementation of this schedule is aimed at reducing personal inconveniences over the change of company facilities from Miraflares (Oeiras county) to Linhó (Sintra county). The distance forced the workers to take off longer periods of time, during their working hours to deal with personal matters, which worsened in the case of the people that used public transport. Therefore, the company reorganised working hours by compressing the weekly schedule, giving people an afternoon off a week to be able to better conciliate their professional obligations with their personal and family needs. Previously, people worked 37 and a half hours from 9 a.m. to 6 p.m. with 1 ½ hour for lunch. Now, the number of hours is the same but the lunch break has been reduced to ½ an hour. So working hours are now from Monday to Thursday, from 9 a.m. to 6 p.m. with 1 hour for lunch and Friday from 9 a.m. to 3 p.m. with ½ an hour for lunch.
RESOURCES MOBILISED	This implied formalising the working schedule with the competent authorities.
BENEFITS	For the company, this contributed to a better conciliation of workers' professional lives with their family and personal lives, which will have an impact on the company's social climate. For workers, the compressed schedules allow them to deal with personal matters that they could not deal with before during their working hours and increase their weekends.
SUCCESS FACTORS	The implementation of this practice depends on the commitment at the highest hierarchal level of the company and the knowledge and agreement of all workers.

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE CHILD CARE SERVICES AND FACILITIES

■ GOOD PRACTICE COMPRESSED HOURS

■ NAME OF THE COMPANY Estoril Sol (III) – Turismo, Animação e Jogo, SA

■ COMPANY DIMENSIONS Large

■ SECTOR OF ACTIVITY Gambling

OBJECTIVE	Allow people more time off to conciliate their professional life with their family and personal life.
FOR WHOM IT IS INTENDED	The compressed working schedule is intended for operating areas. The Summer working schedule is intended for people in support areas.
DESCRIPTION	<p>In the compressed working schedule, the company looks to, when defining the working hour matrix, each worker to leave work as early as possible on the day immediately before their day-off and to come into work as late as possible the day after. In practice, this procedure gives workers three consecutive days off. This procedure remains in force throughout the entire year.</p> <p>Summer working hours between June and September allow workers to leave work at lunchtime on Friday and have the afternoon to themselves by working an hour extra per day between Monday and Thursday. This measure is seasonal and only applies in the Summer.</p>
RESOURCES MOBILISED	Working hours are proposed by the Gambling Board and are submitted for negotiation and consultation to workers and their representatives, as this matter is central to the organisation of work in this sector.
BENEFITS	The greatest added value of these practices is the fact that people have more free time available for conciliating their professional, family and personal life, which to some extent makes up for the problems associated with Casino's working hours, more frequent in late nights and early mornings.
SUCCESS FACTORS	The success of this practice depends on workers' awareness of the advantages of organising working hours in this way. On the other hand, it implies that human resources management organises working hours to suit workers' personal and family needs in the context of an organisational structure based on confidence to negotiate and discuss matters in a constructive manner.

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE CHILD CARE SERVICES AND FACILITIES

■ GOOD PRACTICE PROTOCOL WITH CHILD CARE FACILITIES OF PRE-SCHOOL AGE

- NAME OF THE COMPANY Somague Engenharia, SA
- COMPANY DIMENSIONS Large
- SECTOR OF ACTIVITY Civil Construction and Public Works

OBJECTIVE	Promote conciliation between family and professional life.
FOR WHOM IT IS INTENDED	Male and female workers with children at a pre-school age (from 4 months to 6 years of age), who work at headquarters or on-site in a geographic area close to headquarters.
DESCRIPTION	The concept of this support aimed at reducing the impact in the personal and family organisation of workers with small children caused by moving Somague's facilities from Miraflares (Oeiras county) to Linhó (Sintra county). Protocols with day care facilities were established for this purpose near the company's facilities and the cost of leaving children there was born by the company. This created proximity and minimised the distance between the workplace and the place where their children stayed during the day.
RESOURCES MOBILISED	In addition to establishing a protocol with the facilities, which guarantees available spots for these children, the company also pays the monthly cost. There is also a person who acts as intermediary between protocolled institutions and workers.
BENEFITS	<p>For the company, the proximity created between the workplace and child day care centres makes conciliating workers' family life with their professional life easier and has impacts on the worker's compliance with working hours, in their productivity and in satisfaction.</p> <p>Male and female workers benefit from the fact that they do not pay the monthly fees, from the quality of the facilities and from the peace of mind guaranteed by priority access and proximity to the workplace.</p>
SUCCESS FACTORS	The implementation and sustainability of the practice depends on the commitment at the highest hierarchal level of the company and the availability of financial resources related to it. The quality and proximity of the facilities and priority access are factors that guarantee its success.

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE CHILD CARE SERVICES AND FACILITIES

■ GOOD PRACTICE CHILD CARE SERVICES

■ NAME OF THE COMPANY Grupo Auchan

■ COMPANY DIMENSIONS Large (multinational)

■ SECTOR OF ACTIVITY Commerce and Retail

OBJECTIVE	Promoting conciliation between family and professional life.
FOR WHOM IT IS INTENDED	Sons and daughters of professionals working for the Auchan Group and children from the community in general.
DESCRIPTION	<p>1 FINANCIAL SUPPORT FOR KINDERGARTENS Through the Pão de Açúcar/Auchan Foundation, a Humanitarian Institution founded in 1992 by a group of 115 staff executives, is granted financial support to pay for leisure activities, kindergartens and holiday camps for sons daughters of professionals in less favourable economic situations. The amount financed is defined according to the budget available, the number of applicants and whether they have previously benefited from support or not.</p> <p>2 CONSTRUCTION OF EDUCATION FACILITIES To avoid difficulties in conciliating professional and family life caused by the sector's general working hours, the company expects to open the first child day care service in Castelo Branco through the Pão de Açúcar/Auchan Foundation. This facility shall also be opened to children from the local community.</p>
RESOURCES MOBILISED	The Auchan Group provides the space and staff for the facilities. Financially, it will contribute with an annual donation.
BENEFITS	<p>The construction of its own educational facility with extended opening hours (from 7 a.m. to midnight) will be beneficial for conciliating workers' professional and family life.</p> <p>For the company, the benefits are reflected in the satisfaction and well-being of workers as well as in their loyalty and capacity to encourage more human resources to work for the company.</p>
SUCCESS FACTORS	<p>The offer of a service that corresponds to the expectations and needs of workers and the community it serves.</p> <p>Application to PARES (Corporate Facility Network Extension Programme) constitutes a success factor if it is eligible, as it supports up to 70% of kindergarten expenses. Other initiatives for external collection of funds are, for example, "fado (traditional Portuguese song) nights" and a campaign of 0.5% of Company Tax payments in favour of Humanitarian Institutions.</p>

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE CHILD CARE SERVICES AND FACILITIES

■ **GOOD PRACTICE** – 24 HOUR/DAY KINDERGARTEN - 365 DAYS A YEAR

■ **NAME OF THE COMPANY** Transportes Aéreos Portugueses, SA

■ **COMPANY DIMENSIONS** Large

■ **SECTOR OF ACTIVITY** Commercial Aviation and Aircraft Maintenance

OBJECTIVE	Provide better conciliation for male and female workers' professional and family lives with children until school age.
FOR WHOM IT IS INTENDED	This service is primarily intended for staff with less conventional working hours such as flight personnel or shift workers. Priority is given to the staff members subject to these working hours (women and men); priority is also given to "TAP working mothers" with regular working hours as oppose to fathers (discriminative measure that the company intends to maintain).
DESCRIPTION	<p>This facility started operating at the beginning of the 70's due to a need to respond to the difficulty that shift workers had in leaving their children in an adequate facility while they were at work.</p> <p>This facility is specifically dedicated to accepting company workers' children until school age, which operates 24 hours a day/365 days a year in the company. It is operated by a properly certified concessionary entity and it is currently able to accept about 250 children.</p> <p>Costs are paid by the company and subsidised by workers using the service: for one child they pay 7% of their wages, for 2 children 11% and 3 or more 13%.</p>
RESOURCES MOBILISED	<p>A concession contract is signed with a properly certified entity for providing child day care services.</p> <p>The company also provides the specific space for child day care for the children of workers.</p>
BENEFITS	<p>For the company, the main benefits are organisational, making it easier to organise working hours for professionals with less conventional work schedules and avoiding difficulties for workers in finding day care centres for their children. In this way, the company admits to gain in terms of worker's motivation, productivity and reduction of absenteeism, therefore the benefits justifies the investment.</p> <p>Having a child day care facility with working hours adequate to the company's working hours is the main benefit obtained by its users.</p>
SUCCESS FACTORS	<p>The implementation of a facility of this type must be based on diagnosing the needs of workers in terms of having pre-school age children in need of day care centres.</p> <p>The quality of the day care service must also be guaranteed.</p>

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE CHILD CARE SERVICES AND FACILITIES

- **GOOD PRACTICE** FINANCIAL SUPPORT FOR CHILD CARE
- **NAME OF THE COMPANY** AXA Portugal
- **COMPANY DIMENSIONS** Large (multinational)
- **SECTOR OF ACTIVITY** All Branches of Insurance and Reinsurance

OBJECTIVE	Supporte male and female workers in the education of their children.
FOR WHOM IT IS INTENDED	Sons and daughters of AXA professionals.
DESCRIPTION	The company pays 25% of the total monthly amount spent by parents on kindergartens for the children of workers of up to 5 years of age. This percentage falls on the monthly instalment, extra hours, food and transport.
RESOURCES MOBILISED	It implies the availability of financial resources.
BENEFITS	The benefits and advantages of this educational support service for children is reflected in the well-being and better conciliation of workers' professional, personal and family life.
SUCCESS FACTORS	The implementation and sustainability of the practice depends on the commitment at the highest hierarchal level of the company and the availability of financial resources related to it.

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE WELL-BEING AND STRESS MANAGEMENT SERVICES

- **GOOD PRACTICE** WORK-LIFE BALANCE - COMMODITY AND CONVENIENCE SERVICES AND HEALTH AND WELL-BEING SERVICES
- **NAME OF THE COMPANY** MSFT, SOFTWARE PARA MICROCOMPUTADORES, LDA
- **COMPANY DIMENSIONS** Large (multinational)
- **SECTOR OF ACTIVITY** IT/ Software Technologies

OBJECTIVE	To create solutions to respond to the daily needs of male and female workers, improve conciliation of their personal and professional life, combat stress and promote their physical and emotional well-being.
FOR WHOM IT IS INTENDED	All people working for the company.
DESCRIPTION	<p>This practice is included in the corporate policy known as Worklife Balance. In this regard, Microsoft Portugal has been implementing a set of measures over the past few years intended for conciliating the personal, family and professional life of workers, which includes commodity and convenience services (since 2004) and health and well-being services (healthy week since 2006).</p> <p>The analysis of the results obtained in the questionnaire on "Organisation's Health Quality" – applied annually to calculate each worker's assessment of their work-life balance, among other aspects, enables a basis to establish the definition and implementation of measures in this area.</p> <p>These measures are adopted through:</p> <ol style="list-style-type: none"> 1 Contracting a company specialised in providing commodity and convenience services – presence of a Concierge (representative of the service provider), present every day at the company between 2 and 5 p.m., who collects requests regarding babysitting, ironing/laundry, mail and other services. 2 Other health and well-being services at the company: <ul style="list-style-type: none"> ■ Free psychological support service, in a place that guarantees privacy and anonymity. ■ Free nutrition appointments (including child nutrition). ■ Occupational health and safety medical service (it includes vaccinations and curative medicine). ■ Free massage service during working hours. ■ Breakfast, drinks (water, tea, coffee), morning and afternoon breaks and fresh fruit twice a day free for all workers. ■ Annual subsidy in the payment of a Health Club and other sports activities, which includes husbands and wives or workers' relatives and the offer of a gymnasium at the Microsoft facilities.

DESCRIPTION	<ul style="list-style-type: none"> ■ Healthy week/month – Since 2006, the company started to organise the healthy week/month for male and female workers and their relatives. This includes lectures on: stress management, nutrition, child development phases, etc. And also a cholesterol and blood pressure check-up as well as blood donating campaigns. Several services such as Children's Yoga, math extra-curricular activities, care of dependents, among others.
RESOURCES MOBILISED	<p>A company that provides intermediation services between workers and suppliers of commodity and convenience services. It also involves the provision of nutrition services, a psychologist and a massager. It may involve the mobilisation of resources for promotional campaigns.</p>
BENEFITS	<p>The added value of the practice was reflected on a professional and personal level by staff through the possibility of accessing commodity and convenience services and health and well-being services at the company. With regard to their professional lives: better work rate; greater productivity; less pressure; better performance.</p> <p>With regard to the balance between their personal and professional life: better management of their time; more leisure time; more peace of mind; more comfort; more time for their families.</p>
SUCCESS FACTORS	<p>The success of initiatives of this nature implies investing in their disclosure through teasers and the elaboration/distribution of an event agenda. It also requires corporate investment in well-being policies for male and female workers alike.</p>

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE WELL-BEING AND STRESS MANAGEMENT SERVICES

■ GOOD PRACTICE ACUPUNCTURE

■ NAME OF THE COMPANY GRAFE Publicidade, Lda.

■ COMPANY DIMENSIONS Small

■ SECTOR OF ACTIVITY Publicity

OBJECTIVE	Promote the well-being and physical and emotional stability of workers and prevent eventual health problems.
FOR WHOM IT IS INTENDED	All people working for the company.
DESCRIPTION	<p>The idea of implementing an acupuncture service at Grafe originated from a suggestion made by the director-general to an employee to try the therapy to cure a health problem. The suggestion was accepted and the employee was very pleased with the results. In 1998, after this successful experience, the idea arose to extend acupuncture to all people working for Grafe and who wished to benefit from this service.</p> <p>The solution implemented in Grafe is a room dedicated exclusively to acupuncture sessions one afternoon a week. The acupuncture sessions last an average of 30 minutes and take place during normal working hours.</p>
RESOURCES MOBILISED	In financial terms, this practice implies paying an acupuncturist. It also implies the providing of a specific room for sessions.
BENEFITS	<p>For the company, the main added value of this practice is its contribution to the obvious well-being of people working at Grafe. On the other hand, "the company gains time" as the service is provided at its own facilities.</p> <p>Users are unanimous in considering that this service provides them with a sense of physical and mental well-being, reduces the levels of stress and helps to improve professional performance. The fact that it is a free service and that it is provided on-site is also widely recognised as an advantage.</p>
SUCCESS FACTORS	<p>Finding an adequate place (room or office) for sessions is fundamental. A conference room or office that is not being used is an excellent way of making use of the space.</p> <p>The relevance of implementing a practice of this type will depend on the number of potential users, whereby it is important to check the existence of critical mass for a practice of this kind.</p>

CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE WELL-BEING AND STRESS MANAGEMENT SERVICES

■ GOOD PRACTICE WORK-LIFE BALANCE – STRESS MANAGEMENT WORKSHOPS

■ NAME OF THE COMPANY Xerox Portugal – Equipamentos de escritório Lda.

■ COMPANY DIMENSIONS Medium

■ SECTOR OF ACTIVITY Sale of office equipment

OBJECTIVE	Contribute to the well-being of the company's male and female workers and provide some stress and time management techniques.
FOR WHOM IT IS INTENDED	Company male and female workers.
DESCRIPTION	<p>In 2004, the results of the Employee Engagement Survey (EES) showed a decrease in the degree of satisfaction of male and female workers regarding work-life balance. Therefore, the human resources department initiated a plan of action that consisted of a benchmarking process on work-life balance practices and meetings between the human resources directors of Xerox and an external company to plan workshops.</p> <p>Organisation of 10 Workshops to identify work-life balance problems and the tools required for effectively improving this relationship. Organisation of 14 individual advisory sessions resulting from the detection process that took place during the workshops.</p> <p>This practice is part of the Work Life Balance policy, more precisely of the "Work-Life Balance Programme", implemented in 2005.</p>
RESOURCES MOBILISED	An Organisational Human Development company responsible for organising workshops and financial resources to pay for benefits/measures adopted.
BENEFITS	<p>The added value of the practice for the company is reflected on several levels: in people's well-being, greater productivity and the somewhat better preparation of male and female workers to meet market demands in area in which the company operates.</p> <p>The results of these workshops enable the Work-Life Balance policy to be systematised and structured and the Work-Life Balance Programme to be defined. This covers a set of benefits already offered by the company as well as other measures implemented in the meantime in the following areas:</p> <ul style="list-style-type: none"> ■ Benefit pack (e.g.: payment of the 5th month of maternity leave. This payment also includes fathers; protocols with a kindergarten close to the company, among others); ■ Dependent care measures; ■ Stress management and prevention (e.g.: implementation of the EAP - Employee Assistance Programme – for individual and confidential support, personal therapy sessions, labour gymnastics workshops at the workplace, among others).

BENEFITS

For people benefitting from this, the main advantage is the increasing number of tools they have to improve their balance between their personal and family life and their work.

The positive impact of the implementation of the practice was reflected in the results obtained from the 2005 EES, which showed an increase in the general degree of satisfaction, especially in the "Work-Personal Life Balance" item, which increased 9%.

**SUCCESS
FACTORS**

Recognition of the importance of the workshops and participation in them at the highest hierarchal level of the company. Organisation of meetings between the human resources director and managers to jointly search for solutions to the needs diagnosed.

Sending out of an obligatory notification to all male and female workers was crucial for guaranteeing the presence of all of them.

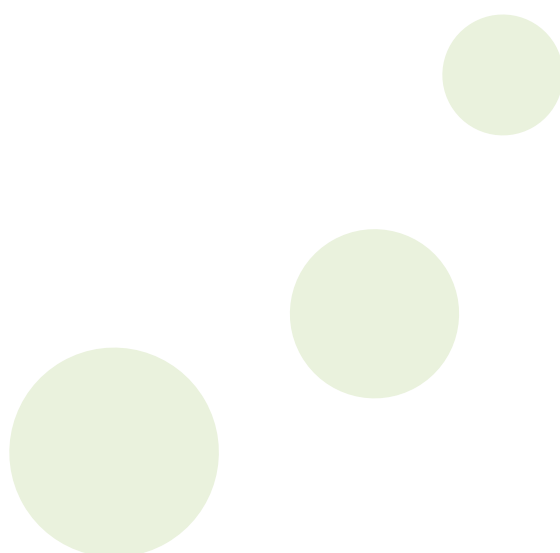
CONCILIATION OF PROFESSIONAL, FAMILY AND PERSONAL LIFE WELL-BEING AND STRESS MANAGEMENT SERVICES

■ **GOOD PRACTICE** BALANCE PROGRAMME BETWEEN PROFESSIONAL, PERSONAL AND FAMILY LIFE

- **COMPANY NAME** AXA Portugal
- **COMPANY DIMENSIONS** Large (multinational)
- **SECTOR OF ACTIVITY** All Branches of Insurance and Reinsurance

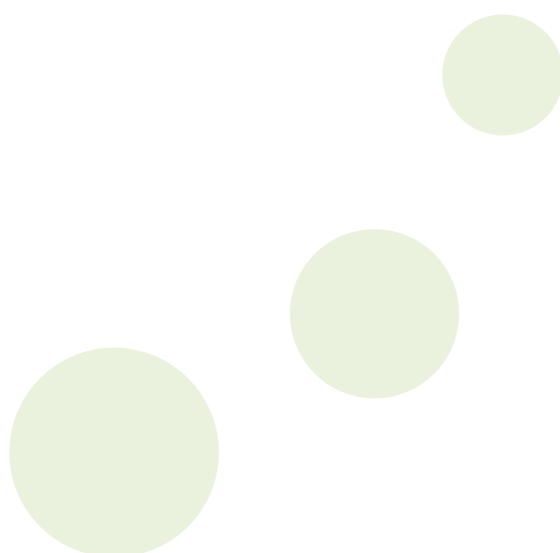
OBJECTIVE	Create solutions at the company for conciliating the professional, personal and family life of all people working for the company, as well as promoting their physical and emotional well-being.
FOR WHOM IT IS INTENDED	All people working for the company.
DESCRIPTION	<p>The creation of the "Balance Programme between professional, personal and family life" was based on the difficulties shown by workers in conciliating their professional, personal and family life in the questionnaire on social environment of the AXA Group company (Scope).</p> <p>As such, since 1999, AXA Portugal has offered a set of measures to facilitate conciliation of professional, personal and family life:</p> <ul style="list-style-type: none"> ■ Convenience services: for example, domestic support (laundrette, restaurant, babysitting, among others); ■ Thematic Well-Being Week: it includes several check-ups (e.g.: cardiovascular, teeth, hearing, osteoporosis, body weight, skin); information on several matters related to health and eating; labour gymnastics and humour sessions, initiatives in alternative therapy (music therapy, chi chung, reiki); and surveys dealing with ergonomic and first aid issues, and the distribution of healthy food; ■ Psychological Support Office: for workers and their immediate family; ■ Social Service Office; ■ Relaxation and massage sessions at the company's facilities in Lisbon and Porto; ■ Gymnasiums at the facilities of the Employees Club in Lisbon and Porto; ■ Casual Friday, informal summer and Plus weekend.
RESOURCES MOBILISED	<p>The implementation of this practice implies financial resources resulting from expenses of contracting the commodity and convenience service company that acts as an intermediary between workers and suppliers of services and protocols established with the different entities.</p> <p>On the other hand, this implies supplying a space in its facilities for a company representative specialised in providing commodity and convenience services; for thematic well-being week activities; for the psychological support office and the social services office.</p>

RESOURCES MOBILISED	Partners specialised in healthcare and linked to thematic well-being week activities, the psychological support office and a social assistant responsible for the social services office are also involved. This practice also includes activities in partnership with the AXA Hearts in action Foundation (Humanitarian Institution) and the Employees Club.
BENEFITS	<p>The added value of this practice, in terms of concern with people, is reflected in their well-being, which has an impact on the company's environment and performance.</p> <p>The well-being week was considered so important that AXA Portugal exported it to the Group.</p>
SUCCESS FACTORS	The implementation and sustainability of the practice depends on the commitment at the highest hierarchal level of the company and the availability of financial resources related to it.



ASSESSMENT

IV



A process such as the one described here requires the implementation of assessment mechanisms and procedures used in addition to those implemented for external evaluation of the Project⁷, namely in an attempt to anticipate their impacts.

Therefore, an evaluation method based on the creation and application of inter-company work session assessment tools was adopted to evaluate their quality, to what extent the initial expectations were or not fulfilled (in most sessions) and to what extent the practices could be or not be incorporated (see Annex 4a, b, c, d, e, f).

This option of methods was adopted in order to be able to continuously monitor the Project's intervention at the level of work sessions of training character as well as work sessions of a more demonstrative character.

During the final phase of Action 2 of the Project, other assessment documents were prepared and applied, such as the interview guide intended for supervisors of associated companies (see Annex 5) and the self-completion questionnaire intended for organisations representative of workers (see Annex 6). These documents envisage a final evaluation of the participation of enterprises and organisations representative of workers in the Project, structured around a short and medium-term assessment of impacts logic, in companies, with regard to promoting gender equality⁸.

At first, some notes of global character are taken and afterwards, the results of the assessment of each separate work session *per se* are presented.

It is important to highlight that this analysis reflects exclusively the opinions of the representatives of the nine enterprises associated with the Project who participated in the work sessions.

⁷ There was, in fact, a straight collaboration between the Project's technical team and the external assessment team in preparing tools for monitoring work done with companies and for external assessment, as well as in applying it.

⁸ The work regarding the treatment of basic information resulting from the application of these assessment documents is being processed in collaboration with other partner entities, namely APEE, CCP, RTP and UGT.

4.1 SOME GENERAL NOTES

Gender equality is still a subject that interests companies especially with regard to conciliating professional, family and personal life, maternity and paternity protection and family assistance. The remaining dimensions listed by this Project as fundamental for a structural change - namely, as an example, the corporate mission and values – continue to be scarcely considered. This aspect responds to the problems diagnosed in Action 1 of the Project and reinforces the need to collaborate with companies in the promotion of gender equality at work, in order to proceed to an effective operationalisation of the gender mainstreaming strategy.

Some of the inter-company demonstrative work sessions aimed at responding to this need, especially with regard to:

- company awareness raising towards the organisation of recruitment that looks to eliminate the under-representation of one of the sexes in certain professions;
- company awareness raising towards the promotion of women for leading positions and for the need to train women with the necessary skills for carrying out these jobs;
- adopting inclusive language and image on the grounds of gender for internal and external communication;
- defining and adopting gender indicators namely for monitoring the satisfaction of companies' male and female employees.

Finally, it is important to mention the intention of all companies to incorporate gender equality, as a follow up of the good practice demonstration process. This shall undoubtedly be a hopeful note.

4.2 INTER-COMPANY WORK SESSIONS OF TRAINING CHARACTER

GENDER EQUALITY TRAINING

(2nd Inter-Company Work Session, 6th February 2008)⁹

Initial expectations regarding this session basically consisted of the exchange of experiences and debate and in the acquisition of new knowledge on the subject; few people expected to develop skills that would permit the incorporation of gender equality in the company and to acquire applicable technical knowledge to their corporate reality. The session totally corresponded to five people's expectations, largely corresponded to three people's expectations and reasonably corresponded to the remaining three's expectations.

However, for nearly all participants, the subjects that were introduced correspond to a necessity in the company they represent. Such need reflects the company's concern with the promotion of gender equality and with the identification and promotion of good practices, which is evident in the following options:

- *Gender equality as a corporate concern and focal point.*
- *Permanent promotion of gender equality at all levels.*

⁹ Subsequently, this analysis will be completed with the opinions of people who participated in the session as members of organisations representative of workers.

- *To increase the involvement of superiors and intermediate supervisors in this reality; making social dialogue “richer” and more diversified.*
- *Language treatment. There is already a “necessity” in practice.*
- *To acquire a better balance in good gender equality practices.*

After participating in this session, everyone considered that gender equality can be further developed in their respective companies. And, for some participants, this further development may involve conciliation of professional, family and personal life, information, communication and image, as well as maternity and paternity protection and family assistance. If, in some cases, the people being questioned admitted the possibility that the knowledge acquired could be immediately applied in their organisations, a slight majority said that this would require some previous in-depth study and planning.

The main constraints noted respect the need to alter organisational mentalities and cultures, which indicates that the change has to be structural and progressive:

- *Mentalities*
 - *the change of mentalities must be supported by economic and social indicators that demonstrate how good practices can produce a better social environment; normally, these results are not immediate or measurable on a short-term basis.*
- *The current mentality issue*
 - *one must know how to overcome it sensibly in due time.*
- *The company's culture also has to be changed.*
- *Incorporation must be progressive and may be somewhat slow as concepts must be changed.*

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Some mentioned operational difficulties that may be overcome with some support and external consultancy:

- *The greatest difficulty may be to implement and give priority to what we want to be solved.*

The strategies identified can imply further training and/or training of other people from the companies (more specifically, intermediate supervisors), more informed planning on these subjects and additional information and divulgation.

- *Awareness-raising of management to the importance of these issues.*
- *Inter-company workshops with specialists –promote a change of mentalities and discover the advantages for the organisation, in the increased motivation and greater involvement of employees.*
- *Plan a good effective strategy.*
- *Negotiated process, pondering the impacts of the measures proposed.*
- *Better development and divulgation.*
- *Benchmarking of good practices already on the market, for example.*

For practically all participants, this session helped provide a clearer view of the advantages of the incorporation of gender equality in companies. Sharing knowledge and experiences with the intent to improve corporate activities were referred as advantages of corporate participation.

- *Joint reflection sharing*
 - *companies/syndicates/experts (public and private organisms).*
- *Sharing of experiences and the simplification of concepts.*
- *We are still not a relevant example of good practices but we intend to improve.*

INCLUSIVE LANGUAGE AND IMAGE AS A MEANS OF PROMOTING GENDER EQUALITY IN COMPANIES

(4th Inter-Company Work Session, 17th March 2008)

Questioned on initial expectations regarding the session, almost all participants replied that they would like to learn to incorporate inclusive language and image as a means of promoting gender equality in the company and improve their knowledge on the subject. It is also important to highlight that half the people also identified the exchange of experiences and debate. The work session totally or greatly satisfied the initial expectations of most people and reasonably satisfied five people's expectations. However, for almost all participants, this session helped to show the advantages of using inclusive language and image.

In a wide majority perspective, it was considered that the subject corresponds to a necessity in the respective company and that this need, on the one hand, is more focused on issues concerning communication itself and, on the other hand, to the promotion of gender equality in the company.

Take as examples some of the replies:

- *Perfect external communication techniques.*
- *Fill certain "gaps" with regard to inclusive language.*
- *We need to review both language and image to be inclusive.*
- *Need to think about equality issues when we communicate.*
- *Promote gender equality in the predominantly male sector.*
- *Promote, in a growing and sustained manner, an increase of female representativity in the company.*

All corporate representatives considered the possibility of coming to use inclusive language and image as a means of promoting gender equality in their companies. Among the documents and internal and external communication methods where inclusive language and image are more frequently adopted are the intranet and the company's website, which had 14 positive replies, although the majority foresees the implementation after some planning and three the immediate implementation. Employment advertisements also received a large number of positive replies and many people considered the possibility of immediate adoption. Oddly enough, it is in the strategic corporate documents (code of conduct, deontological code and code of ethics) that the use of an inclusive language and image is relatively less considered; although underlined by seven people, this is a subject which requires some planning or more information.

The main restrictions and difficulties encountered with regard to adopting an inclusive language and image are related to: complexity that a process of this nature involves, time available to do it, some forms of communication rooted on corporate practices and also the sense of "some strangeness" by colleagues and/or top management:

- Demand for a simple, short, direct, fluid language in many methods of communication will imply careful examination over the best way to adopt these linguistic hints.
- Communication methods already rooted in the corporate identity.
- Lack of time and consequently lack of concern with details.
- Employees may find the adoption of this option tiring or strange because they are not used to it.
- Decision-making and the people themselves who work at the company may find a new language strange.
- Awareness of colleagues for this subject.
- Accession by top management.

Only one reply considered that adopting this type of language was an “exaggeration of the male-female subject”.

In order to overcome the constraints and difficulties encountered, the majority chooses more training and/or awareness-raising for colleagues and the involvement of other areas of the company.

- Increase training in this area, not only for HR employees, but also for positions transversal to the corporate business.
- The main deciders must be greatly sensitised in order to guarantee future sustainability in the new method of communication.
- Continued awareness-raising and reasonable persistence applied with good sense over time.
- Colleagues must be made to understand that this is the best option to take for promoting gender equality in communication.
- Involve other areas of the company, giving examples of specific situations (support the solution).

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The advantages of corporate participation in this work session converge into a shared learning with other companies and with the examples provided by the trainer and the awareness that the form in which things are done can always be improved:

- On the one hand, the sharing of knowledge and past experience but mostly, the incorporation of new methods and approaches to the common doubts of different participants.
- Clarity and richness of the demonstration and of the examples given, namely the demystification of corporate publicity leaflets.
- Practical examples and the sharing of cases and opinions.
- Opportunities for effective enrichment of improvement of methods of internal and external communication techniques.
- Awareness of the fragilities of internal/external communication, which is the first step towards improvement.
- Change of paradigm.
- Need for a coherent speech, practice and all underlying factors.
- Awareness that, despite the work already carried out, there is still a long way to go.
- Greater perception of reality – reflection on how to implement changes.

4.3 INTER-COMPANY WORK SESSIONS OF DEMONSTRATIVE CHARACTER

ORGANISATION OF WORKING HOURS AS A STRATEGY FOR CONCILIATING PROFESSIONAL, PERSONAL AND FAMILY LIFE

(1st Inter-Company Work Session, 31st March 2008)

Initial expectations mainly respected the exchange of experiences and debate as well as the development and consolidation of knowledge gained and contact with other corporate realities. Most expectations were satisfied for two people, totally satisfied for one person and not satisfied at all for one other person.

The practice demonstrated corresponds to a necessity of the company for only two people, namely in respect to the possibility to *“improve conciliation between professional, personal and family life”*.

For the people from companies interested in incorporating this practice, it cannot be completely incorporated because:

- *The examples given could only be applied to 5% of [company] staff (head office and logistics) which are already the ones in our company that have the best compatibility conditions.*
- *In terms of a new practice, no, but suggestions on how to better accompany/develop a practice that already exists in [company].*

The difficulty mentioned regarding the incorporation of the practice is related to the type of corporate activity: *“impossible to apply in 9 a.m. to 11 p.m. public service positions practically every day of the week”*. However, the strategy identified for overcoming this difficulty is related to: *“more balanced working hours (we have been working on this subject since August 2007) and the opening of educational facilities (child care and kindergartens) in [company]”*.

A company that demonstrated the practice considered constraining *“the idea that good practices imply financial costs for the company”*, recognising that, strategically, it should *“equate the cost/benefit resulting from the conciliation of work with personal and family life”*.

This session provided a clearer picture of the advantages of implementing practices of this scope for two people; only one mentioned not having contributed as *“It offered nothing new, because I have been convinced for a long time that improving conciliation improves motivation and productivity”*.

The advantages noted by those who participated in this session refer to:

- *Demonstration that a SME can have good practices that benefit both the company and workers.*
- *Enrichment of already existing practices and greater proximity to other companies.*
- *Understand other realities and, despite not being applicable to the same practice, open the horizon to discovering other opportunities.*

HOW TO FORMALISE, IMPLEMENT, ASSESS AND DIVULGE GENDER EQUALITY MEASURES AND/OR PLANS

(3rd Inter-Company Work Session, 14th March 2008)

The initial expectation of all participants was the exchange of experiences and the debate as well as, for the majority, contact with other corporate realities. Only the expectations of Microsoft, one of the companies participating as a "demonstrator", were related to the contribution for incorporating their corporate practice in other corporate realities. The expectations of half of the participants were totally satisfied and the expectations of the other half were largely satisfied.

In fact, the practice demonstrated corresponds to a necessity for five of the companies, felt as a way to improve some practices and to contribute to the effectiveness of gender equality in their working environment:

- *Improve already existing practices in these areas.*
- *Improve periodicity and accompaniment of balance sheets and scores.*
- *Improve gender indicators.*
- *Awareness for a better practice of work-life balance and equal opportunities and management career for women.*

All companies consider that they may come to incorporate the practices demonstrated, although only for one can that incorporation be immediate, whilst for three companies such requires further planning and for the remaining two more information. The companies indicated different forms of incorporating these practices:

- *Adopting Xerox work-life balance practices.*
- *Agreement with stakeholders, without recruitment policies maximising the recruitment of women.*
- *Incorporate measurement of employee's satisfaction in performance assessment.*
- *Gender indicators in all reports.*
- *Workshops*

Only one company points out budget issues as a constraint to the incorporation of practices.

This session contributed for everyone to better identify the advantages of formalising, implementing, assessing and promoting gender equality measures and/or plans. They clearly point out that their company gains in this type of participation with regard to:

- *Sharing knowledge*
- *The opportunity to reflect over the possibility of incorporating the satisfaction of collaborators in the performance evaluation.*
- *Measure to manage.*

TAKING THE STAGE

(5th Inter-Company Work Session, 17th March 2008)

The initial expectations of four participants were focused on the exchange of experiences and the debate and of three participants in the acquisition of new knowledge as well as in the contact with other realities; only one participant identified as initial expectation getting to know IBM's best practice for the integration and development of female leadership.

The following aspects were considered in the evaluation of the session:

- the quality of the training and the presentation and organisation of the session one person expressed being very satisfied and the other five satisfied;
- exercises carried out
 - two people expressed being very satisfied, two satisfied and one unsatisfied;
- and logistics
 - two people expressed being very satisfied, three satisfied and one unsatisfied.

Companies gained a set of advantages from their participation in this session in terms of their awareness-raising of women's access to leadership positions, the respective skills required as well as the innovative method of approach.

- *Reflect on some dormant issues.*
- *Familiarise oneself with this training that raises the awareness of women in regard to the skills attitudes necessary for leadership positions.*
- *The approach to the issue of women climbing onto the stage, quite innovative and dynamic.*

All participants would recommend this session to other people although it may be improved in respect to its duration, that could be extended, and its dynamics increased.

- *I really liked the work session and it was a shame we did not have more time to reflect upon other subjects.*
- *Better time logistics, practical example of various companies, inclusion of some testimonials. Visualisation of other teams/filming of groups for subsequent viewing.*
- *I think the subject could have been further explored, in a more pedagogical way and with demonstrations of real cases of successful women in companies, for example.*
- *Roleplays.*

EX.I.T.E CAMP AND MENTORPLACE

(6th Inter-Company Work Session, 31st March 2008)

The initial expectations of people participating in this session were essentially related to the exchange of experiences and the debate, although representatives of companies interested in incorporating practices mentioned the acquisition of new knowledge on the subject as well as the technical knowledge applicable to the company and contact with other corporate realities. The expectations of all participants were totally or mostly satisfied.

For the two interested companies, E.X.I.T.E. Camp is a practice that corresponds to a corporate necessity, namely as a "long-term need to make women aware of technical professions". However, MentorPlace is considered a necessity by only one company.

For this company, both practices can be incorporated after some planning and further information is obtained. Human resources were indicated as the main constraints for an effective incorporation.

This session helped to clearly identify the advantages of implementing the practices demonstrated and the following were considered advantages of participating:

- *More detailed knowledge of the Projects.*
- *Possibility of joining together subjects that, worked in a more cohesive, shared and thorough manner, could further facilitate the access of technology and its amenities to everything and everyone.*
- *On the one hand and as intended, the session enabled the planning and good practice processes to be explained in a clear and concrete manner. On the other hand, and through various testimonials, it demonstrated that the initiatives are based on people, performance, postures and attitudes.*

4.4 FINAL ASSESSMENT OF THE PARTICIPATION OF ORGANISATIONS REPRESENTATIVE OF WORKERS BELONGING TO COMPANIES ASSOCIATED IN THE PROJECT.

The analysis that follows is based on three questionnaires, as no reply was obtained to the rest sent; these are questionnaires returned by Organisations Representative of Workers (henceforth referred to as WROs) of three companies (AXA, Estoril Sol and TAP) and only one of them corresponds to a Workers' Committee.

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The WROs **WERE INFORMED OF THE COMPANY'S PARTICIPATION IN THE PROJECT**, through the Syndicate Confederation to whom the respective syndicate belongs and only one was not initially informed of the company's objectives for participating in the Project.

This WRO did not reply to the issue related with the **MOST IMPORTANT RESULTS OF THE COMPANY'S PARTICIPATION IN THE PROJECT** as it considers it impossible to make this assessment due to lack of knowledge as to the initial objectives of the company's participation. The other two WROs both considered as an important result, the acquisition/development of skills by corporate management with regard to gender equality; they pointed out also, one or other, the acquisition/development of skills by workers with regard to gender equality, the reinforcement of forms of dialogue and participation (more and improved social dialogue) and the reinforcement of corporate visibility and prestige.

Opinions diverge as to the **RESULTS ACHIEVED AS OPPOSED TO INITIAL EXPECTATIONS** of WROs - for one, this result was largely achieved, for another reasonably achieved and for another not achieved at all. The reasons underlined are, respectively, the following:

- *For gender equality to become a day-to-day reality of this and other companies. So that projects of this type are not necessary for gender equality.*

- *Through the company becoming more aware of the need to improve the participation of women in leadership and supervising positions.*
- *Existing practices remain; improvements are difficult in virtue of current structural (...) in the company.*

The evaluation of the **PARTICIPATION OF WROS IN PROJECT ACTIVITIES** is good for one WRO and insufficient for others. For two WROs, their form of participation in the Project was adequate and for another inadequate as it considered that, for this purpose, there should have been *“participation in the study with an enhanced specificity due to the professions represented by us”*.

As a form of **PARTICIPATION OR CONTRIBUTION FOR THE MAINTENANCE OF THE POSITIVE IMPACTS RESULTING FROM THE COMPANY’S PARTICIPATION IN THE PROJECT** upon its conclusion, it is important to highlight the following replies that point to some directions:

- *Reminding corporate management that gender equality must be an everyday value and not only in moments when projects like this exist.*
- *We proposed the signing of a Commitment Protocol for the promotion of equal conditions in the company, which we hope the Board of Administration will accept. We also hope that it forms an effective basis for effective work in the near future for resolving discrimination issues.*
- *If they existed, these impacts will only be effective with more social dialogue and less with economics. More latitude in the policies and less extremism in the objectives.*

Two WROs mentioned in a sort of final comment that:

- *It is a praiseworthy initiative but debilitates something that is quite common: no contact with the main interested parties or “doesn’t come down to the field”, risking becoming another study for filling up a curriculum.*
- *We are convinced that better results could have been achieved if the Programme had included more joint work sessions with participating companies. And if there had also been included, as mandatory, meetings in each one of the companies with the respective representatives to study specific proposals for problems existing in this area.*

4.5 FINAL ASSESSMENT OF THE PARTICIPATION OF ASSOCIATED COMPANIES IN THE PROJECT

This assessment is based on the interviews of those representatives of each company responsible for interacting with the Project team. Initially, the interview focused on determining the reasons, objectives and expectations of companies when joining the Project. Subsequently, it moved on to the results of their participation in the Project, both at the internal and external levels, in an attempt to assess impacts. An attempt was also made to assess interpair work methods and discover the interest and the manner for companies maintaining the positive impacts of their participation in the Project upon its conclusion.

The elaborate, rich and detailed speeches by those interviewed facilitated the analysis but increased the volume of transcribed texts.

The **REASONS THAT LED THESE NINE COMPANIES TO PARTICIPATE IN THE PROJECT** vary. However, in short, the reasons indicated focus on participation in previous similar projects, the search for a change of paradigm and organisational culture, external recognition of the existence of good practices in terms of gender equality, the fact that they are companies that have been awarded the Equality is Quality Prize and the responsibility sensed from this distinction:

- *We have many reasons for being interested in participating in this Project. On the one hand, the company had already participated in projects in the past, which were not exactly the same as this one but were similar (...). Probably the interest and motivation (...) is due to the idea that here is a concept that is a bit stereotyped, that when one talks about casinos, the normal train of thought is: casinos are associated with gambling, gambling is associated with the male figure. Therefore this is the stereotyped view of the subject, which in reality does not correspond in the least to everything underlying this logic in [company]. INTERVIEW 3*
- *We had to join, whether we wanted to or not. We won CITE's "Equality is Quality" prize. We automatically thought that we couldn't disappoint ourselves or those who believed in us. Afterwards, we realised that, however much we think we have good practices, we still have a lot to learn with other companies that have good practices and from the sharing that is generated (...). They enticed us, we admitted that they let us guide, they let us commit ourselves, we assumed that we were committed, we assumed that this was important to us in terms of motivation, in term of development, in terms of the well-being that we wanted for our internal staff and therefore we can only continue. INTERVIEW 5*
- *Participation in this Project began with our involvement in the "Equality is Quality" Prize, for which we received an honourable mention. We were surprised at the invitation to join this nucleus of 9 companies, focused on the subject of equality between women and men. In fact, we didn't even realise that we had good practices in this area. INTERVIEW 7*
- *To discover new realities, compare and learn. Since our objective is to certify social responsibility, I think that everything that can be learned from other realities can later on be used in some way by the company itself. INTERVIEW 4*
- *I think that this was the main reason – transmit to the market our good practices and that they may serve as an example for other smaller companies, which are starting up or have not yet included this gender equality concept in their management. INTERVIEW 9*

The **OBJECTIVES OF THE PARTICIPATION OF THE COMPANIES** only slightly differ from the reasons indicated. It is important to highlight the fact that companies look to establish a connection between Social Responsibility and the gender equality dimension. However, very briefly, nearly all companies admitted to having a double purpose: getting to know the good practices of other companies and divulging theirs.

- *Considering the perspective that we have to be able to do even better, there has been an evolutionary process regarding the implementation of Social Responsibility practices that include Gender Equality and Work-Family Conciliation. As such, we considered this an opportunity to be able to share the good practices of other companies and also those that exists at [company] so that the other companies may also learn some things with us.*

INTERVIEW 1

- *Our first motivation was having participated in the Equality is Quality Prize and, as a result of our application, having received many recommendations. When we look at these recommendations, we understand that we need help to think of strategies and ways of overcoming the difficulties specified.*

INTERVIEW 2

- *Becoming familiar with the good practices of other companies and divulging ours.*

INTERVIEW 7

Also, with regard to **INITIAL EXPECTATIONS**, companies were unanimous in their responses – discovering what other companies have and do with regard to these subjects and, if possible, replicate these practices in their own companies as well as letting know what each company does and how.

- *We basically, and this was known from the beginning, were very eager to understand what other companies considered reference companies on this subject were doing so that we could become familiar with these practices and try to understand if these practices were applicable here. So, this was our expectation, to learn with good practices, to try and understand whether in our organisation and operating methods there was anything that could be considered relevant in these topics. Luckily, we still managed to find some things.*

INTERVIEW 3

- *In short, in a preliminary individual phase, find support from technicians specialised in equality and in balance. In a secondary phase, through network participation, learn from companies.*

INTERVIEW 2

- *Join and contribute to the well-being of our internal and external populations but mostly to be an important part of an active movement with an altruistic cause, to achieve the well-being of all of us, equality is quality, it's integration, social inclusion, gender inclusion.*

INTERVIEW 5

- *Share practices*

- offer some and receive others. Meet other people, discover other approaches, the way in which these matters were faced from also a more governmental point-of-view, what type of perspective existed.

INTERVIEW 6.

Questioned on the **FULFILMENT OF INITIAL EXPECTATIONS**, the companies made a very positive assessment with regard to external recognition, sharing successful practices and inter-peer learning, especially thanks to the inter-company training sessions.

- *To a certain extent, it helped us tie up these loose ends a bit because we didn't know to what extent we had these good practices. It basically helped to consolidate all this information and I think this was interesting also for us.*

To learn from other companies' experience and to be able to also, which I think is a future challenge for us, manage to have a thinner analysis on this topic that allows us to sustain better intentions in concrete results. INTERVIEW 3

- *It was a very positive approach for people working for companies, because people come first. As such, we can say that there was a very positive attitude with regard to sharing and a good working environment. It is important to mention that no organisation had any type of problem in sharing their ideas and practices. However, I think we could have further explored these practices and how each one effectively worked and what their impacts were. INTERVIEW 1*
- *Bringing together expectations: with regard to the network and collective learning, I think that the whole set of initiatives exposed at the end of the project, where companies participated in sessions, opened the doors for each to speak about indicators, share practices and share their materials with regard to gender communication in a more detailed analysis. This final part corresponded 100% to the expectations. There was sharing, exchange, interaction, spontaneity, suggestions from one to another. INTERVIEW 2*

However, the element identified as being less successful related to the execution calendar of the Project, specifically due to a lack of time for an experiment supported by companies whose practices there was interest in replicating and specialists in gender equality.

- *With regard to the first part – which was structured by a set of technicians guiding us in our particular weaknesses, I feel we made some, but less, progress. The time pressure is considerable and I would have liked to have made more progress. We spent a long time in the diagnosis phase and, proportionally, the time to respond to what had been diagnosed was not very well-balanced. I believe that if there had been larger intervals between the sessions, some time to mature – we could have reflected, exchanged ideas, read. At the moment, I would say that the field is treated, we took out some of the weeds, we plowed the fields and now we have all the conditions to implement. But I feel that we still will have to plant. INTERVIEW 2*
- *With some level of self-criticism, I think it was a very long Project for the final result obtained. It moved in a very slow rhythm in comparison to our company's pace. I think the Solution Manual itself has some things that companies can see and become more inspired but I'm not sure whether it really captures the genesis of the good things companies have to offer. INTERVIEW 6*

There were many **POSITIVE IMPACTS OF THE PARTICIPATION OF COMPANIES IN THIS PROJECT**, both at the internal and external levels. Questioned on the advantages of skills in gender equality for human resources policies, it was possible to identify these advantages even if essentially considered very tied to the same policies (human resources) and to the people from companies who directly worked with the Project. To highlight that the people interviewed believe it is relevant to include concerns and strategies for overcoming difficulties in terms of equality between women and men at work in other corporate policies (not just that of human resources). And this is the first clearly positive impact, which surpassed the underlying expectations of the Project's objectives with regard to work on gender equality in companies.

- At this moment, everything is slightly restricted in terms of human resources (policy). We must disseminate. But I would say that at the moment we are already reviewing our own group of products and this concern clearly comes greater with sensibility. In terms of Human Resources there is obvious concern over workers' skills and it is mainly focused on Human Resources. We need to spread it over the entire organisation and outside. We have to reach our business partners. So, in terms of skills, we have managed to improve in the Human Resources area. INTERVIEW 2
- It was useful, at least for us that are directly connected to the Project, to be more aware of some aspects – the question of language and the importance of using language inclusive of both sexes. It helped us to become more aware of what really existed because, perhaps, things existed and we didn't attribute real meaning and value. We had never thought about it. Because I'm convinced that, for example, when the [company] started to introduce mechanics and mechanisms it was not thinking of gender equality. INTERVIEW 8
- In the organisation as a whole, impacts cannot yet be verified. These are felt among the people working directly with this Project. It is important to mention that we are already reflecting on what more we can do and how. As such, as it can be seen in the Regulations of a contest we are going to promote shortly, we already used inclusive language. This measure is already an indication of something that the [company] adopted following its participation in this Project. Other examples that I can highlight are the implementation of Father's day and the organisation of an Equality Plan within the National Strategic Reference Framework. Therefore, all these examples mentioned above count as evidences of our participation in the Project and are therefore positive impacts. This means that these practices are already being incorporated by the Company although, in this phase, it is only in the Human Resources Department. INTERVIEW 1
- We took advantage of participation in the Project to include a reference to it in the Sustainability report. In HR we already take some care and perception on how to make internal communications. Our texts are not strictly directed at the 90% of male employees in the company. It is important that the 10% of women employees do not feel discriminated against because of this. We are already implementing new policies for this year; we have the preoccupation to find comprehensive and neutral expressions. INTERVIEW 7

With regard to **GENDER EQUALITY SKILLS ACQUIRED BY OTHER WORKERS**, the advantages gained have been less evident.

- There is no immediate impact but some skills and some knowledge have been acquired in order to be able to reflect on the situation and propose and attempt to make improvements to some things in the medium-term. INTERVIEW 8
- It is very funny because when we are going to draft the minutes of a meeting, there is always a concern over the communication, in writing always for and about women and men alike. There is a path to follow and it is worth bringing the communication issue inside and giving practical examples of construction. INTERVIEW 2

With regard to **REINFORCING FORMS OF SOCIAL DIALOGUE AND PARTICIPATION**, the impact was felt especially in companies with workers' commissions, having the Project contributed to the configuration and maintenance of a debate on these topics.

- *I believe the strengthening of forms of dialogue and participation was extremely positive, with the involvement of the workers' commission to participate in the project. It is important to have people with completely different opinions at the same table. We are going to have to make this change. INTERVIEW 2*
- *It has contributed to strengthen dialogue...I mean, (...) In the past year and a half, have we been able to go forward and create a more interesting relationship? With the workers' representatives? This project was another aspect of this connection that occurred naturally. It was another piece that appeared at a time when things are evolving, I think, in a good way and therefore it obviously helped. The subject of gender equality has still not been introduced in meetings with WROs because, during this period the meetings have been on other topics but it ends up being discussed informally. It is a matter that is "on the agenda". Which ends up being an impact of the project. INTERVIEW 3*

The **INTRODUCTION OF IMPROVEMENTS INTO ALREADY EXISTING PRACTICES IN THESE AREAS** may be a result of the participation of companies in this Project. However, this introduction did not take place until the end of this Project, consequently this will be an impact to be calculated in the medium-term.

- *To have a term of comparison, reflect more on matters and see what can be improved. It was impossible to do much immediately but now we have some bases. Perhaps there are some things that if we think they can be improved, we will try to explore it. INTERVIEW 8*
- *In improving existing practices in this field, objectively in terms of human resources practices, the Project anchors with respect to the policy through awareness of equality and balance. It anchors in one of our main projects, the "proficar" project – a project for the balance between personal and professional life. It provides new ideas, from listening to other companies, bringing a new outlook and making us think about what more we can do. Objectively, there is great awareness during recruitment. There is no current policy in this regard but there is a great awareness, even at the Board of Administration level itself. As opposed to the issue of the communication, it is more difficult to change corporate culture, but they are already more sensitive over this issue. Ever since we started to participate in the project we have brought some information. INTERVIEW 2*
- *What is expected to be done with regard to our good practices is to quantify or analyse the measurements of them. INTERVIEW 4*

IMPLEMENTING NEW POLICIES/MEASURES IN THESE AREAS, the sharing of (different) ways of being recognised was one of the factors that encouraged some companies to participate in this Project. And it had a positive impact on some companies that started by reflecting on them and, in some cases, by incorporating some practices in an attempt to adapt them to their reality and core business.

- As such, we are analysing the way in which we may incorporate some measures such as: the existence of a transportation network, in the light of [another company], to transport workers to their workplace; summer hours, although we are finding some difficulties in the implementation of this practice. Another possible measure, suggested by the Project, was to organise training courses in this area. At the moment we are already analysing its incorporation, possibly with the inclusion of a Gender Equality module in the Social Responsibility Training. INTERVIEW 1
- With regard to communication and language, we do in fact see that, without altering the content, we can place the same advertisement in a different way by using neutral language. The labour market is considerably more developed now and therefore more women may be recruited for some jobs. (...) We are thinking about giving child subsidies to each employee for each child up to five years of age. Another example of the benefit is the E-District, which is also being analysed. We are calculating all associated costs. INTERVIEW 7
- We are pondering. We have been using the participation in the Project to think some things over here. It is too early to be assuming commitments. But there are some actions here that may be taken, on account of the company, which are more or less identified. One is obviously at the level of policies and specific actions and then indicators to translate this. We already have one request for making this more tangible and perhaps even making a protocol. This request came from the workers' commission, in the sense of working and organising specific actions to overcome this problem of lack of women in leadership positions. (...) The value of this project is to end up with a plan of action related in this area that contains two or three main points for this to happen, and for each of these points to have a set of specific actions with objectives and indicators and at the end we will see: ok. INTERVIEW 3
- With regard to language, we may be able to include this in our internal language (contact with the commercial and creative party). We are going to organise some internal training. INTERVIEW 4
- The Project opened doors for us and provided us with contacts to apply to the National Strategic Reference Framework with regard to gender equality, which will allow us to do more things than we do today. INTERVIEW 6

The impact of the Project is also due to some of its products, namely the SOLUTION MANUAL.

- In the future, we are going to start announcing other things – because we have the “Solution Manual” and we are going to see exactly what other companies have done and gradually develop some practices. INTERVIEW 7

With regard to the RESULTS OF CORPORATE PARTICIPATION IN THIS PROJECT AT THE EXTERNAL LEVEL, the strongest impact was obviously related to corporate visibility and prestige and establishing new contacts.

- Externally, we have been greatly enriched because we know a little of what is going on in other companies with regard to working with human resources directors on practices and the salaries offered in the different companies. (...) As a result, I now think of companies not as service suppliers but as excellence employers. I started to think about these companies of the [Project] Social Dialogue for the best things they have to offer and how they differ from all others. Because today I know what the most intimate aspects we agreed to share and to replicate for each other externally. *INTERVIEW 5*

- We can gain some prestige but it is mainly in a perspective of learning, sharing and implementing good practices that we believe will bring some prestige. Therefore, this action may have some impact with regard to employee's motivation, loyalty or absenteeism, which will end up having specific indicators in this area with an associated cost incurred, resulting from sustainable development, of a win-win relationship and of competitiveness. *INTERVIEW 1*

Curiously, the companies that participated on this Project understand that promoting gender equality and its effectiveness in practices is already a factor of competitiveness among companies.

- In terms of competitiveness, I think that it really does have an indirect influence. We are living in a world of great changes and a factor that will increasingly have weight in the competition and competitiveness is all that I can provide or involve in the grouping, of that involvement. (...) That is, how much our specific concern at the time may bring in terms of notoriety, creation of a strong brand name, of a reference as employers and this increases our competitiveness...in this more indirect way. *INTERVIEW 2*

- In fact, the Project helped to increase the competitiveness of the Company inasmuch as, by demonstrating that is concerned with these subjects, it shows that it does not discriminate and gives opportunities to its workers, thus increasing their motivation. Even from a family point-of-view, there is a much more positive outlook. It is important for people to feel comfortable at their workplace, which also leads to greater productivity. *INTERVIEW 7*

- I admit that if women feel more at ease going into a casino to gamble, because it is no longer a place for men, and if it has helped them to see that the people on the other side are not only men but also women, great. *INTERVIEW 3*

Companies were asked to **ASSESS WORK METHODS "FOR AND WITH COMPANIES"**. The balance made between the **STRONG POINTS** and the weak points, leans clearly for a very positive assessment with emphasis on the dynamics created as well as the good coordination of work sessions.

- *As a strong point, what I liked the most were all the joint work sessions. Naturally, I found some more interesting than others but I think all of them were valuable, even if it is only for reflection. INTERVIEW 2*
- *I think that everything has been useful and there has been nothing superfluous. Nothing that I can say lacked worth and it was a waste of time. I am now more aware than ever of the need for communication, a language and an inclusive attitude at all levels. (...) A motivating entity is required. We have very good individual practices of our own so we can join them together if someone mobilises us. It is not due to inertia but to the need to dedicate ourselves to our main activity. When I'm told that we have to do more, I'm already there but why am I already there and why are we already there? Because we know that we have you working and supporting us while we are working too. INTERVIEW 5*
- *This set of companies and the organisation behind them did an excellent job. It was very important to transmit to the market which are the leading companies in these areas. With the Solution Manual, if we are able to transmit which are the great companies or those that have the best ethical principles and with good results, they are the ones that follow these principles, it is important. INTERVIEW 9*
- *Strong points: sharing experiences; it is the first time that such a different group of companies, sectors and dimensions got involved in this way; the opportunity to identify some aspects that were a part of our day-to-day and that we did not even value but are in actuality good practices; communication established between companies and experiences shared; dynamics created. INTERVIEW 1*
- *There was great concern over the organisation of work sessions. I think there was also concern over people outside the Project providing us with a perspective in this area – seminars that we actually attended. It was important in terms of methodology and the way in which things are organised, communicated and scheduled. It was always positive. (...) all [companies] were considerably involved in this project and participated to the fullest. INTERVIEW 8*
- *Strong points: relationship and dialogue established between companies and the Partnership; partnership dedication; interactivity among these companies and idea sharing; the role of the partnership as coordinator, in this full agenda, which managed very well to promote the work; the establishment of new contacts was very beneficial for [company], as we met representatives from other companies. A door has definitely been opened towards the future, for other ideas and initiatives; people with whom we worked were very dynamic and on hand. We learned about other people's work and started thinking: why shouldn't we do the same? INTERVIEW 7*
- *I'm ever more convinced that this works in the network logic. So, it's no longer stagnate companies thinking on their own, this works better in a logic of diverse cooperation at different levels, in a perspective that is a mix of partnership and collaboration, etc. Working in a partnership, collaboration and projects... I have no doubts whatsoever that this is the way to go in the future. INTERVIEW 3*

- *Work sessions with companies – we learned a lot. That was the most enriching part of the Project. For us, it is more beneficial to contact companies and to learn about their reality. This interaction, discussion, demonstration of ideas and work meetings as a team was fundamental. The Project itself is the strong point – it is innovative. INTERVIEW 4*

Some **WEAK POINTS** were also identified, mainly related to the Project's calendar, patent, on the one hand, in the concentration of inter-company work sessions and, on the other, in a somewhat long diagnosis phase. These aspects were mainly a result of the conciliation of agendas among companies and the Project's calendar.

- The big issue that I have to note as a weak point was the balance between the two stages – sharing and diagnosis. *INTERVIEW 2*
- A very big load lately, especially for us because this implies some availability that we haven't had. I think it is mainly to do with the issue of time. This lasted sensibly a year. In these things, some more time was probably necessary. There are things that cannot be applied immediately – there is no time and timing isn't the problem at the moment but if things were prolonged, they might be different and produce more practical and obvious results. *INTERVIEW 8*
- It was a shame having to condense all workshops, training courses and meetings with companies all into the month of March, which made it difficult for us to manage our availability and time to attend everything. We prepared a survey and a diagnosis and then everything happened at the same time. It was a shame. *INTERVIEW 3*
- The meetings should have been more spaced out. Companies were unable to dedicate the necessary time to each meeting. If they had been more spaced out, they could have been more beneficial. *INTERVIEW 4*
- Many activities that were very time-consuming were concentrated into this phase; it was an activity and a very important Project, in which we were very pleased to participate. However, this was not one of our priorities and ended up being placed on the shelf. This means that, in some activities, we didn't participate as much as we would have liked. This final phase entailed a lot of dedication and work. If we had had more time and the workshops had been more spaced out, we would very probably have participated in all of them. *INTERVIEW 7*

Equally important would have been greater participation of WROs and Syndicates. This was a weak point noted by at least one company.

- Poor active intervention by syndicates, since there are more important issues to discuss than just those related to salaries, which imply working conditions and people's well-being at work. It is important to leave room for the intervention by syndicates, as the representatives of workers. *INTERVIEW 1*

The **POSITIVE IMPACTS RESULTING FROM PARTICIPATION IN THE PROJECT, EVEN AFTER IT'S CONCLUSION**, are aspects to be maintained, be it for the replication of some good practices of other companies, for internal reflection on issues related to gender equality (like the increase in participation of women in leadership positions), for the creation of company networks that work on these subjects (something very similar to the dynamics created by this Project) or for internal training itself (formal or informal).

- *Upon conclusion of the Project and promotion of the Solution Manual, metrics must be encountered. These metrics may be the ones normally used in terms of percentage, women versus men and, women in decision-making positions. Creating metrics that can be measured over time. Quotas can be created. The Government could create quotas. Conditions must exist for non-discrimination of women just because they are women, they must have the same opportunities, create the same conditions also for men to be able to carry out domestic work, so that women are not prevented from developing their careers. INTERVIEW 9*
- *It is through arranging mechanisms that force us to provoke contagious, replica and involvement movements. Perhaps we need to create more formal mechanisms so that corporate attitudes involve the largest number of companies and civil society components in activities with collective interests. INTERVIEW 5*
- *The way is now prepared. I commented with a marketing representative that our publicity gimmicks were chastised (from top to bottom) because our images reproduce a social bias – I'm in the background encouraging it in a relaxed way, which rather resembles how we are – saying that what was there was very much criticised but you also are unaware of this. Let's arrange a time to talk about it. (...) a policy was defined that includes all areas touched by the project, second, trying to put into practice a series of initiatives and actions and finally, it wouldn't be complete without measuring again and reconstructing the self-diagnosis analysis cycle in some way. We already took the self-assessment guide but I think that it would be much more beneficial to do it again as a comparison. But also raise the awareness of our managers to the issue of recruitment and licenses. I think there is a lot of awareness work that does not entail changing a process but informing people in a different way. Giving a different focus to an already existing law by explaining why this law exists – because society changed. INTERVIEW 2*
- *A network containing these companies could be created and maybe containing others as well. This network concept is fundamental for this work; it is important to show the organisations the advantage in developing practices in this area; the solid use of these principles could be promoted in organisations' management models in order to extend these positive impacts to other corporate realities. INTERVIEW 1*
- *We have contacts that remained and we know that the door is open and they have ours for any guidelines they may need. INTERVIEW 8*
- *It is important to know that our practices are recognised as such, maintain them, adopt them as new methods and benefit from the good things done by other companies with regard to Gender Equality and Conciliation between professional, family and private life. INTERVIEW 7*

- We only involve ourselves in something if we think we have the conditions to maintain it because if it is done and then you need to drop it, it's better not to even start. This type of projects, concerns and things follow the same logic. So, what we want is to create some consistency here. See what we can do in accordance with the means, conditions and partnerships we have, because we have to work alongside partners and not just our company's team. We adopt this logic and try and clarify what we should and have to do ourselves, what is our role in all this and what can be done by a tiny network of partners, service provides, etc? But always with the logic that if we have to do it, we must be consistent. INTERVIEW 3

- Increase of internal awareness, searching for additional funds for financing projects of this nature, and more space for involving more people in this in order to work in favour of gender diversity. INTERVIEW 6

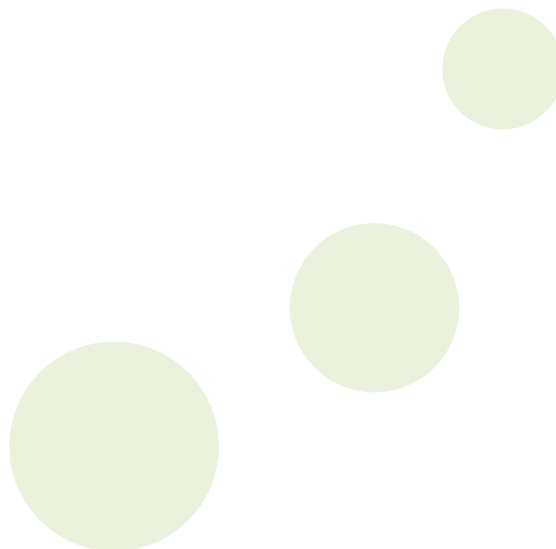
Finally, some comments were made in the form of final remarks. These comments reinforce the positive assessment made by companies with regard to their participation in the Project.

- I must say that when we started to do this, we did so when the administrator said "Let's go". I think that the first written reply we prepared was to say that we had no time to dedicate to this. And then the administrator said "Let's go" and we did and became involved. So it's not personal but institutional. As a sort of final comment I ask myself if we had to go back to December 2006, would I have made the same decision as I made now? I said that if we had gone back to December 2006, I wouldn't have hesitated as I did at first. I would have gone right away. If we went back to December 2006, would I think that we would have managed to do as many things as we had done? No. If we went back to December 2006, I would think that it was impossible to be sharing my practice with another two companies. Even in this, the methods used by the Project's team were very good. You kept giving us more as you sensed our capacity to learn. It was a Project that has surpassed our expectations. I think this can be said by all companies involved. And this is the paradigm of sustainability. A final comment with regard to the team, we felt the team as if it was a part of us. The team is a bit more, another arm, another finger, another capacity to smell, another neuron, another part of us and another bit of our DNA. You performed a spectacular consultancy job. You put yourselves in our skins and gave us what you thought we wanted and then all we had to do was work on it. You had a singular capacity to be a part of us, to let us go to you, to remove stones from our path and ask us to compromise to follow certain standards that would not defraud the expectations. INTERVIEW 5

- The work team established a high level of proximity with companies in all accompanying visits; there was a high degree of professionalism, dedication and availability demonstrated by the Partnership that imposed rhythms to which we had to comply. If we consider our initial objectives, I think the plan was greatly fulfilled. I congratulate the project team for creating these dynamics, which is not easy. From my experience, I know it isn't easy because it requires the availability of organisations at the human resources level. In this sense, I must also congratulate the companies as they assumed this participation as a strong commitment, willingly and with determination. Of course,

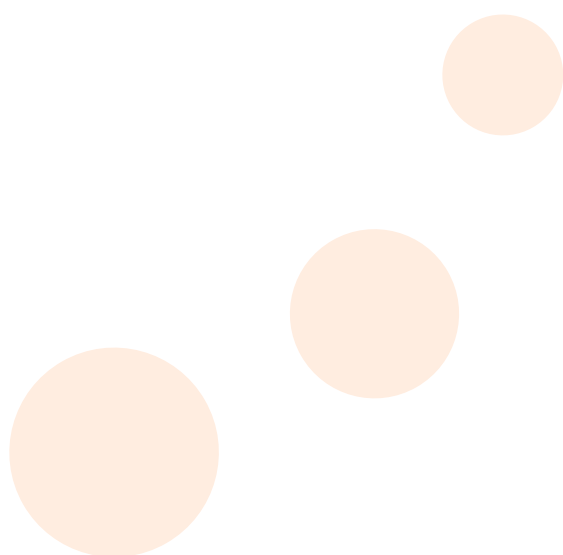
they did so because the project team created the necessary conditions, giving companies a vote of professionalism. With regard to the coordination and planning of all activities, I must congratulate the Project team. INTERVIEW 1

- *I think it was worth it for us. (...) It was important and enriching. INTERVIEW 8*
- *On the whole, I only have positive things to say because these things make us think. INTERVIEW 6*



BRIEF CONCLUSIVE NOTE

V



THESE THINGS MAKE US THINK,said one of the people interviewed in the capacity of representative of a partner company associated with the Project. However, more than making us think, this Project actually made us act. It made us act in favour of gender equality in companies. It made us act in this changing process, by involving representatives from companies, male and female workers and the organisations they represent, different people of recognised skills in these areas.

And changes occurred. Many times in small (large) things, which (re)model the organisational culture of the company. Let's see an example:

We currently have two female construction site supervisors. At this level, there was even a situation that is worth remembering: we contacted a female civil engineer for an interview for the position of construction site supervisor and we realised in practice how difficult it actually was for women to be available for these positions. This female engineer was unemployed and told us that she could even come to the interview but that she would have to bring her two small children with her because she was taking care of them at that time. It would certainly not be a very peaceful interview so we decided that we would interview her over the phone.

We are perfectly aware that it is very difficult to conciliate family and professional life and for women it continues to be worse than for men. It is a fact. It is true that women should be given more opportunities such as a construction site supervisors, for example, but it is also true that we often give them these opportunities and they are the ones that reject them. In our sector, we cannot guarantee that a construction site will be near their homes and this is a job that can last for some months. This is undoubtedly an obstacle for both women and men, but more so for women. Changes must be made. [Company] has made an effort to do so, but it isn't easy. Another level of conditions is gradually created to achieve this change. INTERVIEW 7

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And the changes occurred, in a process of sharing and inter-pair exchange, empowering of all male and female participants, through which a path was made for reflection, the opening of new horizons, the discovery of new directions and solutions for promoting the equality of women and men in companies.

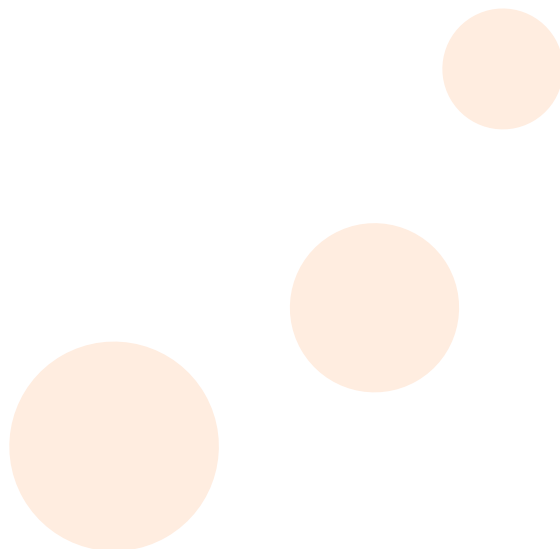
In a company that created specific incentives for the male employees working there for, when their children were born to take at least one month's paternity leave, encouraging in this way greater participation and involvement of the father with his newborn child; in another company that developed a programme directed towards promoting greater participation of women in leadership positions; and another that is pondering on the best way to adapt a good practice of another to its reality and that recognises the need for it; and another and another...

And all of this is so that many other companies may be "won over" from this essential need and benefit from this change. Some associated companies stated:

We would like them to organise phase 3 to disseminate the results. The feeling that something was lacking stayed. We prepared a series of expectations and now we have to provide more. I think that this feeling is also a result of the Project itself. We have to go forward to the next stage. INTERVIEW 2

In any case, it is important to mention that this was the first step to take and that this Project is innovative for having managed to join a set of companies that met and opened their doors, showing their good aspects, weaknesses and points where they can progress. As such, this is an innovative situation, which can attract other initiatives in these areas. INTERVIEW 1

Catalyser of change is a good designation for the dissemination of this **SOLUTION MANUAL**, as a tool for promoting good practices in gender equality in companies.

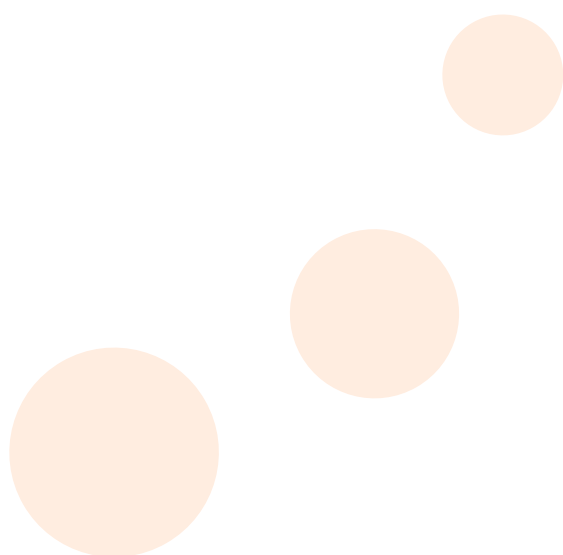




ANNEXES



VI



ANNEX 1 ENCOURAGING GOOD PRACTICES IN COMPANIES

SUPPORT INSTRUMENT FOR IDENTIFYING GOOD GENDER EQUALITY PRACTICES IN COMPANIES

1 METHODOLOGICAL NOTE

Following the company's accession to the "Social Dialogue and Equality in Companies" Project, translated by its participation in the activity that envisages the "Encouragement of good practices in companies", the present document was elaborated. It aims to identify, with the company, good practices in the areas of equality and non-discrimination between women and men, conciliation of work with personal and family life and maternity and paternity protection as well as to promote the demonstrations of the successful solutions encountered herein.

For this purpose, a definition of the good practice concept is presented first, in which its principal characterising elements are underlines. Then, some procedural suggestions are listed that may facilitate the identification and narrative of good practices, which should be structured according to the proposal in the last point.

1.1 WHAT IS A GOOD PRACTICE?

A good practice results from an idea, preferably innovative, that is presented as a solution to a certain problem, in a certain context. This should be:

■ PARTICIPATED

recipients of the practice and their beneficiaries are involved in its construction and implementation, contributing to an increased participation in the organisational context.

■ ADEQUATE

responds to the needs of recipients and beneficiaries, respecting their cultures, interests and experiences.

■ USEFUL

creates gains and added value that are recognised by recipients and beneficiaries and by the company, likely to be demonstrated in terms of:

- > acquisition and/or improvement and/or recognition of skills, be it professional, personal or social;
- > acquisition and/or improvement and/or recognition of organisational skills;
- > competitive advantages or benefits for the company.

■ ACCESSIBLE

recipients and beneficiaries have knowledge of and easy access to the good practice.

■ TRANSFERRABLE

it is easily and rapidly transferrable and can be adapted to other companies.

■ SUSTAINABLE

it is based on a set of means and resources that guarantee its sustainability over time.

1.2 PROCEDURAL SUGGESTIONS

The following procedures are suggested in order to make the identification process of good practices easier, quicker, efficient and precise:

- Identify the people involved in the construction and/or implementation of the practice;
- Previously collect all material and/or information related to the practice;
- Validate responses with recipients and beneficiaries and those responsible for the construction and/or implementation of the practice at the company (HRDs, WROs or others).

2 IDENTIFICATION OF GOOD PRACTICES

2.1 COMPANY IDENTIFICATION

- Company's name
- Company's activity (CAE)
- Number of workers (contracted, professional category/job, working hours, education and seniority, according to sex)
- Contacts (phone, fax, e-mail)

2.2 IDENTIFICATION OF THE PRACTICE¹

- What is the name of the practice?
- How long has this practice existed at the company?
- What are the objectives of the practice?
- Who is the practice intended for?
- Which are the eventual partners or external entities involved in the construction and/or implementation of the practice?

2.3 CONSTRUCTION AND IMPLEMENTATION OF THE PRACTICE

- How did the idea of the practice arise?
- What problem or problems does it intend to solve?
- What solution or solutions were tested/implemented?
- What resources (human, financial, partnership, etc.) were necessary for the construction and implementation of the practice?
- What difficulties and obstacles were encountered during its construction?
- What difficulties and obstacles were encountered during its implementation?
- What methods were found to overcome the difficulties and obstacles encountered?
- Was the aim of the practice to solve an occasional/conjectural problem or assume a permanent and continuous character?

2.4 RESULTS AND ADDED VALUE OF THE PRACTICE

- What is the added value of the practice for the company?
- From the point-of-view of the company, what is the added value of the practice for its beneficiaries?
- Did the practice have the expected impact?
- How is its use monitored?
- What importance is attributed by beneficiaries to the practice and what advantages do they recognise?

2.5 POTENTIAL TRANSFERABILITY AND SUSTAINABILITY

- To what extent can the practice be adopted inside the company: by another branch, department, etc.?
- To what extent can the practice be transferred and adapted by other companies?
- To what extent does the practice depend on one specific person or team?
Which one or ones?
- To what extent does the practice depend on the availability of human, financial or other resources?

¹ This point, as well as the rest, should be repeated as many times as the number of good practices existing in the company.

ANNEX 2 ENCOURAGING GOOD PRACTICES IN COMPANIES

SUPPORT INSTRUMENT FOR DIAGNOSING COMPANIES IN THE AREA OF GENDER EQUALITY

METHODOLOGICAL NOTE

Following the company's accession to the "Social Dialogue and Equality in Companies" Project, translated by its participation in the activity that envisages the "Encouragement of good practices in companies", the present document was elaborated. It aims to identify problems and obstacles encountered by the companies in the area of gender equality in order to facilitate the search for shared solutions and their experimentation.

For this, a support tool to the diagnosis of the company is presented ahead. This document is comprised of different issues grouped into 10 dimensions, which are used to identify, in a first step, those who may benefit from shared solutions by other companies.

Secondly, data and/or additional documentation may be requested to clarify given responses. Data or documentation will be requested for areas identified as likely to benefit from shared solutions.

1 COMPANY IDENTIFICATION

2 MISSION AND VALUES OF THE ORGANISATION

Policy that contemplates the incorporation of gender equality in organisational policies and practices.

	Y	N	DK
2.1 Existence of a gender equality policy in the company ²			
2.2 Existence of written documents that explain the company's gender equality policy			
2.3 Attribution of funds for concretising the gender equality policy			
2.4 Existence of a plan of action (and respective scheduling) envisioning the implementation of the gender equality policy			
2.5 Existence of specific gender equality practices/actions			
2.6 Defence of strategies for the promotion of gender equality at the highest hierarchical level			
2.7 Systematic inclusion of HR data desegregated by sex in official periodic reports (accounts report, sustainability report, etc.) prepared by the company.			

² Verify conformity between the objectives and results of the gender equality policy with regard to: conciliation between work, personal and family life; equality between men and women regarding career progress; diversity management; equal salaries; equality between women and men regarding access to training; equality between women and men regarding new admissions.

Try to justify each negative answer, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be marked.

	2.1	2.2	2.3	2.4	2.5	2.6	2.7
It was never thought of							
It was thought of but it was difficult to implement							
Practice unknown							
Not applicable							
Another reason							

For each item stating “not applicable”, explain the reasons for your answer.

item	It is not applicable because (indicate the reason)

For each item stating “another reason”, explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	2.1	2.2	2.3	2.4	2.5	2.6	2.7
Immediately							
After obtaining more information/follow-up							
Little or nothing can be done							

3 STAFF SELECTION AND RECRUITMENT

HRG policy that contemplates equality and non-discrimination between women and men in recruitment and selection processes and in new admissions.

	Y	N	DK
3.1 Existence of neutral criteria in recruitment and selection processes			
3.2 Existence of positive action measures that envisages recruitment of people of the under-represented sex in the different professional areas			

Try to justify each negative answer, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be marked.

	3.1	3.2
It was never thought of		
It was thought of but it was difficult to implement		
Practice unknown		
Not applicable		
Another reason		

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For each item stating "not applicable", explain the reasons for your answer.

item	it is not applicable because (indicate the reason)

For each item stating "another reason", explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	3.1	3.2
Immediately		
After obtaining more information/follow-up		
Little or nothing can be done		

4 LIFELONG LEARNING (EDUCATION³ /TRAINING⁴)

HRG policy that contemplates equal access by women and men to academic/training opportunities.

	Y	N	DK
4.1 Preparation of diagnoses of training needs, considering the workers' profiles according to...			
4.1.1 Sex			
4.1.2 Age			
4.1.3 Seniority			
4.1.4 Qualifications			
4.2 Inclusion of gender equality modules in internal training			
4.3 Provide workers with the possibility to interrupt their careers for studying or training			
4.4 Existence of training courses in professional areas in which women or men are under-represented			
4.5 Recognition of levels of education obtained and professional training as potentiating factors in career progress			

Try to justify each negative answer, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be marked.

	4.1	4.2	4.3	4.4	4.5
It was never thought of					
It was thought of but it was difficult to implement					
Practice unknown					
Not applicable					
Another reason					

³ Obtaining more universal/specific knowledge that includes: recurrent academic courses; Recognition, Validation and Certification of Skills (RVCC) processes; graduate degrees; post-graduate degrees; etc.

⁴ Professional training that covers all internal and external training courses specified in the organisation's training plan.

For each item stating “not applicable”, explain the reasons for your answer.

item	it is not applicable because (indicate the reason)

For each item stating “another reason”, explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	4.1	4.2	4.3	4.4	4.5
Immediately					
After obtaining more information/follow-up					
Little or nothing can be done					

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5 CAREER PROMOTIONS AND PROGRESS

HRG policy that contemplates equal access by women and men regarding professional career progress.

	Y	N	DK
5.1 Existence of official promotion criteria that guarantee equal access to the highest hierarchical levels			
5.2 Existence of positive action measures that envisages professional career progress for men and women			
5.3 Existence of a performance assessment system with objective pre-defined criteria that guarantees gender equality			
5.4 The performance assessment criteria were consulted by the recipients			

Try to justify each negative answer, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be marked.

	5.1	5.2	5.3	5.4
It was never thought of				
It was thought of but it was difficult to implement				
Practice unknown				
Not applicable				
Another reason				

For each item stating “not applicable”, explain the reasons for your answer.

item	it is not applicable because (indicate the reason)

For each item stating “another reason”, explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	5.1	5.2	5.3	5.4
Immediately				
After obtaining more information/follow-up				
Little or nothing can be done				

6 SALARIES

HRG policy that contemplates equal salaries for both men and women.

	Y	N	DK
6.1 Respect for the "equal pay for equal work or for work of equal value" principle			
6.2 Existence of formal standards that guarantee equal salaries			

Try to justify each negative answer, relating the respective items to the reasons presented below.

With regard to each item, more than one answer may be marked.

	6.1	6.2
It was never thought of		
It was thought of but it was difficult to implement		
Practice unknown		
Not applicable		
Another reason		

For each item stating "not applicable", explain the reasons for your answer.

item	it is not applicable because (indicate the reason)

For each item stating "another reason", explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	6.1	6.2
Immediately		
After obtaining more information/follow-up		
Little or nothing can be done		

7 DIALOGUE AND PARTICIPATION IN DECISION-MAKING BODIES

Policy that contemplates the balanced participation of M/W in supervising, decision-making and control positions and in consultation bodies⁵.

	Y	N	DK
7.1 Existence of incentives for electing representatives of female and male workers for consultation bodies			
7.2 Existence of incentives for male and female workers to submit suggestions that may help to improve areas such as: organisational culture, professional environment, occupational safety, hygiene and health, work-family conciliation, gender equality, etc.			
7.3 Existence of mechanisms that guarantee the capacity of professionals integration of its staff in case of individual or collective dismissal (e.g. using their influence and access to information to aid admission to a different position)			
7.4 Schedule of meetings with male and female workers' representatives regarding collective employment, salary policy, training plans, conciliation measures between professional, family and personal life, etc.			
7.5 Existence of ways to assess the satisfaction of workers and identify areas that require attention			
7.6 Existence of a plan of action and its respective assessment			

Try to justify each negative answer, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be checked.

	7.1	7.2	7.3	7.4	7.5	7.6
It was never thought of						
It was thought of but it was difficult to implement						
Practice unknown						
Not applicable						
Another reason						

⁵ For example, people with a seat on the Board of Administration, holding supervisor's positions, etc. and people participating in the Workers' Commission, Safety and Hygiene Commission, etc.

For each item stating “not applicable”, explain the reasons for your answer.

item	it is not applicable because (indicate the reason)

For each item stating “another reason”, explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	7.1	7.2	7.3	7.4	7.5	7.6
Immediately						
After obtaining more information/ follow-up						
Little or nothing can be done						

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8 OBLIGATION TO RESPECT THE DIGNITY OF BOTH WOMEN AND MEN AT WORK STATIONS

Policy that contemplates the obligation to respect the dignity of both women and men at the workplace and that clarifies and contemplates the consequences of its violation.

	Y	N	DK
8.1 Existence of specific procedures with regard to preventing the violation of the respect for the dignity of men and women at the workplace			
8.2 Existence of specific procedures with regard to repairing damage resulting from the violation of respect for the dignity of men and women at the workplace			
8.3 Existence of formal procedures for submitting complaints in case of sexual discrimination or unequal salaries			
8.4 Existence of a disciplinary procedure for authors of discrimination			
8.5 Existence of mechanisms for disclosing the above procedures to workers			

Try to justify each negative answer, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be checked.

	8.1	8.2	8.3	8.4	8.5
It was never thought of					
It was thought of but it was difficult to implement					
Practice unknown					
Not applicable					
Another reason					

For each item stating “**not applicable**”, explain the reasons for your answer.

item	it is not applicable because (indicate the reason)

For each item stating “**another reason**”, explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	8.1	8.2	8.3	8.4	8.5
Immediately					
After obtaining more information/follow-up					
Little or nothing can be done					

9 INFORMATION, COMMUNICATION AND IMAGE

Policy that contemplates inclusive information, communication and image

	Y	N	DK
9.1 Use of inclusive language and images (non-discriminative) in all internal and external processes (e.g. summons, internal circulars, intranet, official circulars, adverts, etc.)			
9.2 Use of an inclusive language and image (non-discriminative) in publicity campaigns and/or promotion of products and/or services			
9.3 Disclosure of qualitative and/or quantitative information with regard to the situation of women and men at the company			
9.4 Existence of an admission guide containing information on corporate policy regarding equal opportunities between women and men, performance assessment, absences and holidays, social benefits, etc.			

Try to justify each negative answer, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be checked.

	9.1	9.2	9.3	9.4
It was never thought of				
It was thought of but it was difficult to implement				
Practice unknown				
Not applicable				
Another reason				

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For each item stating "not applicable", explain the reasons for your answer.

item	it is not applicable because (indicate the reason)

For each item stating "another reason", explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	9.1	9.2	9.3	9.4
Immediately				
After obtaining more information/follow-up				
Little or nothing can be done				

10 MATERNITY AND PATERNITY PROTECTION AND FAMILY AID.

HRG policy that contemplates maternity and paternity protection with regard to maternity and paternity leave foreseen by the law (more than one answer may be marked):

The company recruits someone to replace the worker on leave	
The work of the person on leave is redistributed to colleagues	
It is a situation that requires more efficient solutions. Which?	

	Y	N	DK
10.1 Concession of extended maternity leave exceeding that foreseen by the law			
10.2 Concession of extended paternity leave exceeding that foreseen by the law			
10.3 Existence of incentives for male workers to use paternity leave			
10.4 Existence of incentives for male workers to share maternity/paternity leave			
10.5 Concession, both for men and women, of parental leave exceeding that foreseen by the law			
10.6 Concession, both for men and women, of leave for adoption exceeding that foreseen by the law			
10.7 Concession, both for men and women, of leave for family assistance exceeding that foreseen by the law			
10.8 Concession, both for men and women, of other type of interruptions to their career to accompany/educate children, support dependant people, etc.			
10.9 Existence of specific measures towards the reintegration of workers who have interrupted their career for family reasons			

Try to justify each negative answer, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be checked.

	10.1	10.2	10.3	10.4	10.5	10.6	10.7	10.8	10.9
It was never thought of									
It was thought of but it was difficult to implement									
Practice unknown									
Not applicable									
Another reason									

For each item stating “not applicable”, explain the reasons for your answer.

item	it is not applicable because (indicate the reason)

For each item stating “another reason”, explain which.

item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	10.1	10.2	10.3	10.4	10.5	10.6	10.7	10.8	10.9
Immediately									
After obtaining more information/follow-up									
Little or nothing can be done									

11 CONCILIATION BETWEEN PROFESSIONAL, FAMILY AND PERSONAL LIFE

HRG policy that contemplates conciliation between professional, family and personal life⁶

	Y	N	DK
11.1 Regular identification of the needs of male and female workers with regard to conciliation between family and professional life			
11.2 Preparation of a plan of action in accordance with the needs identified and respective assessment			
11.3 Measures for encouraging participation of male workers in family life			
11.4 Possibility of work posts with flexible hours that are adjustable according to both corporate and workers' needs			
11.5 Possibility to work from home			
11.6 Possibility to compress normal working hours into less weekdays			
11.7 Possibility to capitalise extra working hours for the concession of days off			
11.8 Possibility of rotating-shift regimes agreed upon with workers			
11.9 Possibility to work part-time			
11.10 Possibility to reduce normal weekly working hours			
11.11 Possibility to share work posts			
11.12 Facilitation of occasional adjustments of working hours for family assistance during crises			
11.13 Existence of an agreement with support facilities and child care services for workers' children and/or supply of infrastructures for this purpose			
11.14 Offer of additional benefits extendible to a worker's family (e.g. family health plan, insurance, home help, guidance on preventing illnesses, etc.)			
11.15 Existence of a service/means for promoting resources in the company's geographic area and worker's residence (institutions for the aged, kindergartens/nannies, etc.) that aid conciliation			
11.16 Existence of measures for supporting workers of single-parent families and/or people who live on their own and/or who have dependant people (due to age, illness or handicap) living with them			
11.17 Fulfilment of activities and initiatives that facilitate conciliation between professional, family and personal life			

⁶ Policy that envisages better balance between professional, family and personal life, expressed through the supply of home help; child care services; family support facilities; health services extendible to the family; other family life support services.

⁷ Examples: holiday programmes, sport activities, free time occupation programmes, etc.

Try to justify each negative answer and, relating the respective items to the reasons presented below. With regard to each item, more than one answer may be checked.

	11.1	11.2	11.3	11.4	11.5	11.6	11.7	11.8	11.9	11.10	11.11	11.12	11.13	11.14	11.15	11.16	11.17
It was never thought of																	
It was thought of but it was difficult to implement																	
Practice unknown																	
Not applicable																	
Another reason																	

For each item stating “not applicable”, explain the reasons for your answer.

For each item stating “another reason”, explain which.

item	it is not applicable because (indicate the reason)	item	another reason (describe here)

Identify the items mentioned in the previous question that may be subject to intervention: Immediately; after obtaining more information/follow-up/etc.; or related to which little or nothing can be done.

	11.1	11.2	11.3	11.4	11.5	11.6	11.7	11.8	11.9	11.10	11.11	11.12	11.13	11.14	11.15	11.16	11.17
Immediately																	
After obtaining more information/follow-up																	
Little or nothing can be done																	

ANNEX3 ENCOURAGEMENT OF GOOD PRACTICES IN ENTERPRISES

GUIDE FOR INTERVIEWING BENEFICIARIES

GUIDE FOR INTERVIEWING BENEFICIARIES OF GOOD PRACTICE IMPLEMENTED IN THE COMPANY

- Socio-professional characterisation
 - name/sex
 - age
 - type of contract
 - professional category
 - academic qualifications
 - seniority at the company
- How did you learn about the X practice?

- Did you participate, and if so, how, in designing and applying the X practice?

- Give a brief description of the X practice.

- When did you join this practice? Why did you join? How did you join?

- Do you know any other people who benefited from this practice? If so, from what areas, sectors, departments, etc.?(try to be specific)

- What do you think are the advantages of the X practice?

- How do you think this practice benefits your professional performance?
And your personal and family life?

- Does the adoption of this practice, in your view, imply any negative counterpart?
If so, which?

- Do you consider this a practice that could/should be adopted by another company?
Why?

NOTE: ask the person interviewed to describe a normal working day or week where they benefit from the X practice.

THANK YOU FOR YOUR COLLABORATION!

ANNEX4 SESSION RESULTS RECORD

INTER-COMPANY WORK SESSION

ANNEX 4A ORGANISATION OF WORKING HOURS AS A STRATEGY FOR CONCILIATING PROFESSIONAL, PERSONAL AND FAMILY LIFE

PURPOSE

Presentation and discussion of ways of organising working hours to facilitate conciliation with family life.

LOCATION Lisbon, GRAFE

DATE 25/ 02 / 2008

1 COMPANY

a) company you represent _____

b) department _____

c) function _____

2 HOW WILL YOU PARTICIPATE IN THE SESSION?

a) company demonstrating the practice ☐

b) company incorporating the practice ☐

c) both situations ☐

3 WHAT ARE YOUR EXPECTATIONS REGARDING THE SESSION?(mark a maximum of three option)

a) acquisition of new knowledge on the subject ☐

b) development and consolidation of knowledge already acquired ☐

c) acquisition of technical knowledge applicable to the company ☐

d) exchange of experiences and debate ☐

e) clarification of doubts ☐

f) contact with other corporate realities ☐

g) contact with specialists ☐

h) contribute to the incorporation of your company's practice
in other corporate realities ☐

i) others. which? _____ ☐

4 DID THE SESSION CORRESPOND TO YOUR INITIAL EXPECTATIONS?

a) totally ☐

b) largely ☐

c) reasonably ☐

d) no ☐

5 DID THE SUBJECT(S) DEALT WITH IN THE SESSION CORRESPOND TO ANY OF YOUR COMPANY'S NEEDS?

a) yes ☐ what type of need? _____

b) no ☐

6 FOLLOWING THIS SESSION, DO YOU THINK THAT YOU MAY START USING INCLUSIVE LANGUAGE AND IMAGE AS A MEANS OF PROMOTING GENDER EQUALITY IN THE COMPANY?

a) yes ☐ go to 6.1)

b) no ☐ why? _____

(if you replied no, go to question 7)

6.1 WHEN CAN THE PRACTICE BE INCORPORATED?

- a) immediately ☐
- b) after some planning ☐
- c) after obtaining more information ☐
- d) another, which? _____ ☐

6.2 HOW MAY THE PRACTICE BE INCORPORATED?

7 IN YOUR OPINION, WHAT MAY BE THE MAIN CONSTRAINTS AND DIFFICULTIES ENCOUNTERED FOR AN EFFECTIVE INCORPORATION OF THE PRACTICE?

8 WHAT STRATEGIES HAVE TO BE CALCULATED TO SURPASS THE CONSTRAINTS AND DIFFICULTIES IDENTIFIED

9 DID THE SESSION ENABLE A CLEARER IDENTIFICATION OF THE ADVANTAGES TO BE OBTAINED FROM THE IMPLEMENTATION OF PRACTICES REGARDING WAYS OF ORGANISING WORKING TIME AS A STRATEGY FOR CONCILIATING PROFESSIONAL, PERSONAL AND FAMILY LIFE?

- a) yes ☐
- b) no ☐

10 REFLECTING UPON THE WORK SESSION, WHAT DO YOU CONSIDER TO HAVE BEEN THE ADDED VALUES OF THE PARTICIPATION OF THE COMPANY YOU REPRESENT?

PERSONAL INFORMATION

11 SEX

- a) female ☐
- b) male ☐

12 PARTICIPATION

- a) personal interest ☐
- b) interest of the entity represented ☐
- c) another, which? _____ ☐

THANK YOU FOR YOUR COLLABORATION.

ANNEX4 SESSION RESULTS RECORD

INTER-COMPANY WORK SESSION

ANNEX 4B GENDER EQUALITY TRAINING

PURPOSE

Develop/increase skills in gender equality for application in professional practices and representation

LOCATION Lisbon, ISCTE

DATE 28 / 02 / 2008

1 COMPANY

a) company you represent _____

b) department _____

c) function _____

2 HOW WILL YOU PARTICIPATE IN THE SESSION?

a) company representative associated with the project ☐

b) WRO representative associated with the project ☐

c) representative of the project's partner entity ☐
(answer only to questions 3, 4, 11 and 12)

3 WHAT ARE YOUR EXPECTATIONS REGARDING THE SESSION?(mark a maximum of three option)

a) acquisition of new knowledge on the subject ☐

b) development and consolidation of knowledge already acquired ☐

c) acquisition of technical knowledge applicable to the company ☐

d) exchange of experiences and debate ☐

e) clarification of doubts ☐

f) contact with other corporate realities ☐

g) contact with specialists ☐

h) developing skills towards the incorporation of gender equality
in your company ☐

i) developing skills towards the incorporation of gender equality in the social
dialogue in your company ☐

j) othersWhich? _____ ☐

4 DID THE SESSION CORRESPOND TO YOUR INITIAL EXPECTATIONS?

a) totally ☐

b) largely ☐

c) reasonably ☐

d) no ☐

5 DID THE SUBJECT(S) DEALT WITH IN THE SESSION CORRESPOND TO ANY OF YOUR COMPANY'S NEEDS?

a) yes ☐ what type of need? _____

b) no ☐

6 IN YOUR OPINION, DO YOU THINK THAT, FOLLOWING THIS SESSION, THE DIMENSION OF GENDER EQUALITY CAN BE INCREASED IN YOUR COMPANY?

a) yes ☐ go to 6.1)

b) no ☐ why? _____
(if you replied no, go to question 7)

6.1 IN WHAT AREAS AND WHEN DO YOU THINK THAT THIS INCREASE MAY TAKE PLACE?
(mark with a cross)

AREAS	IMMEDIATELY	AFTER SOME PLANNING	AFTER OBTAINING MORE INFORMATION	ANOTHER SITUATION, WHICH?
Corporate mission and values	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Staff recruitment and selection	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Training	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Salaries and career management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Social dialogue and participation of workers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dignity of women and men at the workplace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Information, communication and image	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Conciliation of professional, personal and family life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Maternity and paternity protection and family aid.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

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7 IN YOUR OPINION, WHAT MAY BE THE MAIN CONSTRAINTS AND DIFFICULTIES ENCOUNTERED FOR AN EFFECTIVE INCORPORATION OF THE GENDER EQUALITY DIMENSION IN YOUR COMPANY?

8 WHAT STRATEGIES HAVE TO BE CALCULATED TO SURPASS THE CONSTRAINTS AND DIFFICULTIES IDENTIFIED?

9 DID THE SESSION PROVIDE A CLEARER VIEW OF THE ADVANTAGES OF INCORPORATING THE GENDER EQUALITY DIMENSION IN YOUR COMPANY?

- a) yes ☐
b) no ☐

10 REFLECTING UPON THE WORK SESSION, WHAT DO YOU CONSIDER TO HAVE BEEN THE ADDED VALUES OF THE PARTICIPATION OF THE COMPANY YOU REPRESENT?

PERSONAL INFORMATION

11 SEX

- a) female ☐
b) male ☐

12 PARTICIPATION

- a) personal interest
b) interest of the entity represented
c) another. which? _____

THANK YOU FOR YOUR COLLABORATION.

ANNEX4 SESSION RESULTS RECORD

INTER-COMPANY WORK SESSION

ANNEX 4C INSTRUMENTS AND INDICATORS FOR MONITORING MEASURES PROMOTING GENDER EQUALITY - A CONTRIBUTION TO THE DEVELOPMENT OF ACTION PLANS FOR GENDER EQUALITY

PURPOSE

How to formalise, implement, assess and divulge measures and/or plans for gender equality

LOCATION XEROX PORTUGAL – Equipamentos de Escritório LDA

DATE 14 / 03 / 2008

1 COMPANY

- a) company you represent _____
- b) department _____
- c) function _____

2 HOW WILL YOU PARTICIPATE IN THE SESSION?

- a) company representative associated with the project ☐
- b) representative of the project's partner entity ☐
(answer only to questions 3, 4, 12 and 13)

3 STATUTE OF PARTICIPATION IN THE WORKSHOP

- a) company demonstrating the practice ☐
- b) company incorporating the practice ☐
- c) both situations ☐

4 WHAT ARE YOUR EXPECTATIONS REGARDING THE SESSION?(mark a maximum of three option)

- a) acquisition of new knowledge on the subject ☐
- b) development and consolidation of knowledge already acquired ☐
- c) acquisition of technical knowledge applicable to the company ☐
- d) exchange of experiences and debate ☐
- e) clarification of doubts ☐
- f) contact with other corporate realities ☐
- g) contact with specialists ☐
- h) contribute to the incorporation of your company's practice in other corporate realities ☐
- i) others. which? _____ ☐

5 DID THE SESSION CORRESPOND TO YOUR INITIAL EXPECTATIONS?

- a) totally ☐
- b) largely ☐
- c) reasonably ☐
- d) no ☐

6 DID THE SUBJECT(S) DEALT WITH IN THE SESSION CORRESPOND TO ANY OF YOUR COMPANY'S NEEDS?

- a) yes ☐ what type of need? _____
- b) no ☐

7 IN YOUR OPINION, DO YOU THINK THAT, FOLLOWING THIS SESSION, SOME OF THE PRACTICES DEMONSTRATED CAN BE INCORPORATED IN YOUR COMPANY?

a) yes ☐ (go to 7.1)

b) no ☐ why? _____
(if you replied no, go to question 10)

7.1 HOW MAY THE PRACTICE BE INCORPORATED?

7.2 WHEN CAN THE PRACTICE BE INCORPORATED?

- a) immediately ☐
- b) after some planning ☐
- c) after obtaining more information ☐
- d) another. which? ☐

8 IN YOUR OPINION, WHAT MAY BE THE MAIN CONSTRAINTS AND DIFFICULTIES ENCOUNTERED FOR AN EFFECTIVE INCORPORATION OF THE PRACTICE(S) IN YOUR COMPANY?

9 WHAT STRATEGIES HAVE TO BE CALCULATED TO SURPASS THE CONSTRAINTS AND DIFFICULTIES IDENTIFIED?

10 DID THE SESSION PROVIDE A CLEARER VIEW OF THE ADVANTAGES OF FORMALISING, IMPLEMENTING, ASSESSING AND DIVULGING MEASURES AND/OR PLANS FOR GENDER EQUALITY?

a) yes ☐

b) no ☐

11 REFLECTING UPON THE WORK SESSION, WHAT DO YOU CONSIDER TO HAVE BEEN THE ADDED VALUES OF THE PARTICIPATION OF THE COMPANY YOU REPRESENT?

PERSONAL INFORMATION

12 SEX

- a) female ☐
- b) male ☐

13 PARTICIPATION

- a) personal interest ☐
- b) interest of the entity represented ☐
- c) another. which? ☐

THANK YOU FOR YOUR COLLABORATION.

ANNEX4 SESSION RESULTS RECORD

INTER-COMPANY WORK SESSION

ANNEX 4D INCLUSIVE LANGUAGE AND IMAGE AS A MEANS OF PROMOTING GENDER EQUALITY IN COMPANIES

PURPOSE

Develop/increase skills in using inclusive language and image as a means of promoting gender equality in companies

LOCATION Lisbon, IBM

DATE 17/ 03 / 2008

1 COMPANY

a) company you represent _____

b) department _____

c) function _____

2 HOW WILL YOU PARTICIPATE IN THE SESSION?

a) company representative associated with the project ☐

b) representative of the project's partner entity ☐

(answer only to questions 3, 4, 11 and 12)

3 WHAT ARE YOUR EXPECTATIONS REGARDING THE SESSION?(mark a maximum of three option)

a) acquisition of new knowledge on the subject ☐

b) development and consolidation of knowledge already acquired ☐

c) acquisition of technical knowledge applicable to the company ☐

d) exchange of experiences and debate ☐

e) clarification of doubt ☐

f) contact with other corporate realities ☐

g) contact with specialists ☐

h) develop skills with a view to incorporating inclusive language and image as a means of promoting gender equality in the company ☐

i) others.which? _____ ☐

4 DID THE SESSION CORRESPOND TO YOUR INITIAL EXPECTATIONS?

a) totally ☐

b) largely ☐

c) reasonably ☐

d) no ☐

5 DID THE SUBJECT(S) DEALT WITH IN THE SESSION CORRESPOND TO ANY OF YOUR COMPANY'S NEEDS?

a) yes ☐ what type of need? _____

b) no ☐

6 FOLLOWING THIS SESSION, DO YOU THINK THAT YOU MAY START USING INCLUSIVE LANGUAGE AND IMAGE AS A MEANS OF PROMOTING GENDER EQUALITY IN THE COMPANY?

a) yes ☐ (go to 6.1)

b) no ☐ why? _____

(if you replied no, go to question 7)

6.1 IN WHICH DOCUMENTS AND FORMS OF INTERNAL/EXTERNAL COMMUNICATION DO YOU FORESEE USING INCLUSIVE LANGUAGE AND IMAGE AS A MEANS OF PROMOTING GENDER EQUALITY IN THE COMPANY? (mark with a cross)

INTERNAL/EXTERNAL DOCUMENTS AND MEANS	IMMEDIATELY	AFTER SOME PLANNING	AFTER OBTAINING MORE INFORMATION	ANOTHER SITUATION, WHICH?
a) Code of Conduct	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b) Deontological Code	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
c) Code of Ethics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
d) Accounts Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
e) Sustainability Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
f) Social Responsibility Report	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
g) Recruitment adverts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
h) Summons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
i) Internal circulars	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
j) Newspapers and magazines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
k) Intranet and company website	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
l) Collective Work Contract	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
m) Corporate Agreement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
n) Others. Which?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

7 IN YOUR OPINION, WHAT MAY BE THE MAIN CONSTRAINTS AND DIFFICULTIES ENCOUNTERED FOR AN EFFECTIVE INCORPORATION USE OF INCLUSIVE LANGUAGE AND IMAGE AS A MEANS OF PROMOTING GENDER EQUALITY IN THE COMPANY?

8 WHAT STRATEGIES HAVE TO BE CALCULATED TO SURPASS THE CONSTRAINTS AND DIFFICULTIES IDENTIFIED?

9 DID THE SESSION HELP TO PROVIDE A CLEARER VIEW OF THE ADVANTAGES OF USING INCLUSIVE LANGUAGE AND IMAGE AS A MEANS OF PROMOTING GENDER EQUALITY IN THE COMPANY?

a) yes ☐

b) no ☐

10 REFLECTING UPON THE WORK SESSION, WHAT DO YOU CONSIDER TO HAVE BEEN THE ADDED VALUES OF THE PARTICIPATION OF THE COMPANY YOU REPRESENT?

PERSONAL INFORMATION

11 SEX

a) female ☐

b) male ☐

10 PARTICIPATION

a) personal interest ☐

b) interest of the entity represented ☐

c) another. which? ☐

THANK YOU FOR YOUR COLLABORATION.

ANNEX4 SESSION RESULTS RECORD INTER-COMPANY WORK SESSION

ANNEX 4E TAKING THE STAGE

MENTOR Ms. Cristina Archer

LOCATION Lisbon, IBM

DATE 17/ 03 / 2008

1 COMPANY

a) company you represent _____

b) department _____

c) function _____

2 HOW WILL YOU PARTICIPATE IN THE SESSION?

a) company representative associated with the project ☐

b) representative of the project's partner entity ☐

(answer only to questions 3, 4, 11 and 12)

3 WHAT ARE YOUR EXPECTATIONS REGARDING THE SESSION?(mark a maximum of three option)

a) acquisition of new knowledge on the subject ☐

b) development and consolidation of knowledge already acquired ☐

c) acquisition of technical knowledge applicable to the company ☐

d) exchange of experiences and debate ☐

e) clarification of doubts ☐

f) contact with other corporate realities ☐

g) contact with specialists ☐

h) others. which? _____ ☐

4 WHAT DO YOU THINK OF THE SESSION?

please mark the answer that best describes your point-of-view with an X.

	VERY SATISFIED	SATISFIED	UNSATISFIED	VERY UNSATISFIED
a) Quality of training?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Presentation and command of the session?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Exercises carried out?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Logistics of the session?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5 REFLECTING UPON THE WORK SESSION, WHAT DO YOU CONSIDER TO HAVE BEEN THE ADDED VALUES OF THE PARTICIPATION OF THE COMPANY YOU REPRESENT?

6 REFLECTING UPON THE WORK SESSION, WHAT IMPROVEMENTS DO YOU THINK CAN BE MADE?

7 WOULD YOU RECOMMEND THIS SESSION TO SOMEONE ELSE?

a) yes ☐

b) no ☐

PERSONAL INFORMATION

8 SEX

a) female ☐

b) male ☐

9 PARTICIPATION

a) personal interest

☐

b) interest of the entity represented

☐

c) another. which? _____

☐

THANK YOU FOR YOUR COLLABORATION.



ANNEX4 SESSION RESULTS RECORD INTER-COMPANY WORK SESSION

ANNEX 4F EX.I.T.E CAMP E MENTORPLACE

PURPOSE

Presentation of a detailed plan of action of E.X.I.T.E Camp and MentorPlace initiatives so that they may be properly adapted by Somague and Xerox.

LOCATION Lisbon, IBM

DATE 31/ 03 / 2008

1 COMPANY

- a) company you represent _____
b) department _____
c) function _____

2 HOW WILL YOU PARTICIPATE IN THE SESSION?

- a) company representative associated with the project ☐
b) representative of the project's partner entity ☐
(answer only to questions 3, 4, 11 and 12)

3 WHAT ARE YOUR EXPECTATIONS REGARDING THE SESSION?(mark a maximum of three option)

- a) acquisition of new knowledge on the subject ☐
b) development and consolidation of knowledge already acquired ☐
c) acquisition of technical knowledge applicable to the company ☐
d) exchange of experiences and debate ☐
e) clarification of doubts ☐
f) contact with other corporate realities ☐
g) contact with specialists ☐
h) contribute to the incorporation of your company's practice realities ☐
i) others. which? _____ ☐

4 WERE YOUR EXPECTATIONS REGARDING THE SESSION FULFILLED?

- a) totally ☐
b) largely ☐
c) reasonably ☐
d) no, they were not satisfied ☐

5 DID THE PRACTICES DEMONSTRATED CORRESPOND TO ANY OF YOUR COMPANY'S NEEDS?

EX.I.T.E. CAMP

- a) yes ☐ what type of need? _____

b) no ☐ _____

MENTORPLACE

- c) yes ☐ what type of need? _____

d) no ☐ _____

6 IN YOUR OPINION, DO YOU THINK THAT SOME OF THE PRACTICES DEMONSTRATED IN THIS SESSION CAN BE INCORPORATED IN YOUR COMPANY?

a) yes ☐ which one or ones? _____

b) no ☐ why? _____

(if you replied no, go to question 7)

6.1 WHEN ARE THE PRACTICES GOING TO BE INCORPORATED?

	IMMEDIATELY	AFTER SOME PLANNING	AFTER OBTAINING MORE INFORMATION	ANOTHER SITUATION, WHICH?
a) EX.I.T.E Camp	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
b) MentorPlace	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

6.2 HOW MAY THE PRACTICE BE INCORPORATED?

a) EX.I.T.E Camp _____

b) MentorPlace _____

7 IN YOUR OPINION, WHAT MAY BE THE MAIN CONSTRAINTS AND DIFFICULTIES ENCOUNTERED FOR AN EFFECTIVE INCORPORATION OF THE PRACTICES?

a) EX.I.T.E Camp _____

b) MentorPlace _____

8 WHAT STRATEGIES SHOULD BE CALCULATED TO SURPASS THE CONSTRAINTS AND DIFFICULTIES?

a) EX.I.T.E Camp _____

b) MentorPlace _____

9 DID THE SESSION HELP TO PROVIDE A CLEARER VIEW OF THE ADVANTAGES OF IMPLEMENTING THESE PRACTICES?

a) yes ☐

b) no ☐

10 REFLECTING UPON THE WORK SESSION, WHAT DO YOU CONSIDER TO HAVE BEEN THE ADDED VALUES OF THE PARTICIPATION OF THE COMPANY YOU REPRESENT?

PERSONAL INFORMATION

12 SEX

- a) female ☐
- b) male ☐

13 PARTICIPATION

- a) personal interest ☐
- b) interest of the company represented ☐
- c) another. which? ☐
-

THANK YOU FOR YOUR COLLABORATION.

ANNEX5 FINAL ASSESSMENT

SELF-APPLICATION QUESTIONNAIRE

ORGANISATIONS REPRESENTATIVE OF WORKERS FROM ASSOCIATED COMPANIES

1 COMPANY TO WHICH THE ORGANISATION REPRESENTATIVE OF WORKERS (WRO) BELONGS:

- a) TAP Portugal ☐
- b) Estoril Sol III ☐
- c) Grupo Auchan ☐
- d) AXA Portugal ☐

2 TYPE OF WRO

- a) syndicate. name _____ ☐
- b) workers' commission ☐

3 HOW DID THE WRO LEARN ABOUT THE COMPANY'S PARTICIPATION IN THE SOCIAL DIALOGUE AND EQUALITY IN COMPANIES PROJECT?

(mark only the main source of information)

- a) through the company's internal means of communication (internal note, communiqué, magazines).. ☐
- b) through a company representative in the project ☐
- c) through the Syndicate Confederation to which your syndicate belongs ☐
- d) through colleagues ☐
- e) through the Project's technical team ☐
- f) other ways. which? _____ ☐

4 IS THE WRO AWARE OF WHY THE COMPANY PARTICIPATED IN THE PROJECT?

- a) sim ☐
- b) não ☐

5 MARK WHICH YOU CONSIDER THE MOST IMPORTANT RESULTS FROM THE COMPANY'S PARTICIPATION IN THE PROJECT.

(you can mark more than one answer)

- a) acquisition/development of skills in gender equality by corporate management ☐
- b) acquisition/development of skills in gender equality by workers ☐
- c) reinforcement of forms of dialogue and participation (more and better social dialogue) ☐
- d) introduction of measures in gender equality practices already existing ☐
- e) implementation of new policies/measures in the area of gender equality ☐
- f) reinforcement of corporate visibility and prestige ☐
- g) others. which? _____ ☐

6 TO WHAT EXTENT DO THESE RESULTS SATISFY THE INITIAL EXPECTATIONS OF THE WRO WITH REGARD TO THE PARTICIPATION IN THE PROJECT?

- a) not at all ☐
- b) reasonably ☐
- c) largely ☐
- d) totally ☐

6.1 WHY?

7 HOW DOES THE WRO ASSESS YOUR PARTICIPATION IN PROJECT ACTIVITIES?

(mark only one answer)

- a) insufficient ☐
- b) sufficient ☐
- c) good ☐
- d) excellent ☐

8 HOW DO YOU ASSESS THE WRO'S PARTICIPATION IN THE PROJECT IN TERMS OF ADEQUACY AND NUMBER?

- 8.1 adequate (go to 8.3) ☐
- inadequate ☐

8.2 what other aspects should have been calculated?

- 8.3 in sufficient number ☐
- or insufficient ☐

9 HOW DO YOU THINK THAT THE WRO WILL PARTICIPATE IN OR HELP TO MAINTAIN THE POSITIVE IMPACTS RESULTING FROM THE COMPANY'S PARTICIPATION IN THE PROJECT UPON ITS CONCLUSION?

10 OTHER COMMENTS

THANK YOU FOR YOUR COLLABORATION.

ANNEX6 FINAL ASSESSMENT

INTERVIEW GUIDE | ASSOCIATED COMPANIES

INTERVIEW NO.

COMPANY IDENTIFICATION:

PEOPLE INTERVIEWED:

1 WHAT REASONS LED THE COMPANY YOU REPRESENT TO PARTICIPATE IN THE PROJECT?

- what were its objectives?
- what were its initial expectations?
- to what extent were its initial expectations fulfilled?

2 RESULTS OF ITS PARTICIPATION – IMPACTS (POSITIVE)

INTERNAL	EXTERNAL
■ Corporate gender equality skills – Human resources policy	■ Reinforcement of corporate visibility and prestige
■ skills of workers	■ Establishment of new contacts
■ Reinforcement of forms of dialogue and participation	■ Competitiveness
■ Introduction of improvements in practices already existing in these areas	■ Others
■ Implementation of new practices/ measures in these areas	
■ Others	

3 CONSIDERING THE WORK METHOD “FOR AND WITH COMPANIES” ADOPTED BY THE PROJECT, COULD STRONG AND WEAK POINTS OF THE COMPANY’S PARTICIPATION BE IDENTIFIED?

4 HOW DO YOU FORESEE MAINTAINING THESE POSITIVE IMPACTS RESULTING FROM PARTICIPATION IN THE PROJECT UPON ITS CONCLUSION?

- OTHER REMARKS
- SUGGESTIONS FOR THE PROJECT TEAM
- FINAL COMMENTS

EMPRESAS ASSOCIADAS DO PROJECTO

AXA PORTUGAL

www.axa.pt

COMPANHIA IBM PORTUGUESA, S.A

www.ibm.com/pt/

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www.casino-estoril.pt

GRAFE PUBLICIDADE, LDA.

www.grafe.pt

GRUPO AUCHAN (COMPANHIA PORTUGUESA DE HIPERMERCADOS)

www.auchan.pt

MICROSOFT, SOFTWARE PARA MICROCOMPUTADORES, LDA.

www.microsoft.com/pt

SOMAGUE ENGENHARIA, SA

www.somague.pt

TAP – TRANSPORTES AÉREOS PORTUGUESES, SA

www.flytap.com

XEROX PORTUGAL – EQUIPAMENTOS DE ESCRITÓRIO, LDA.

www.xerox.com

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DEVELOPMENT
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