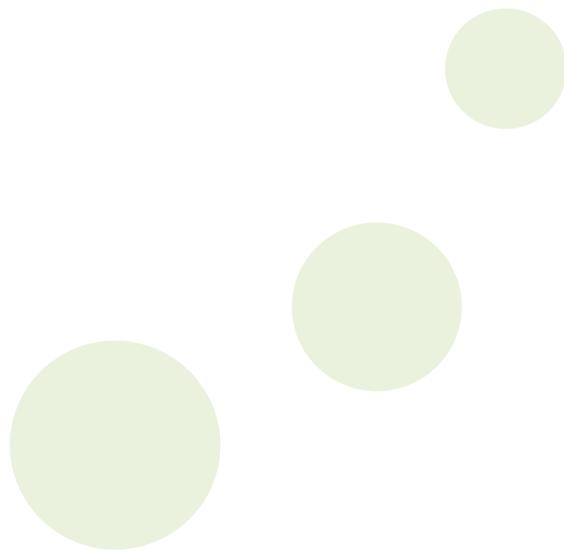


> **SELF-ASSESSMENT  
GUIDE  
ON GENDER EQUALITY  
IN COMPANIES**









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IN COMPANIES”

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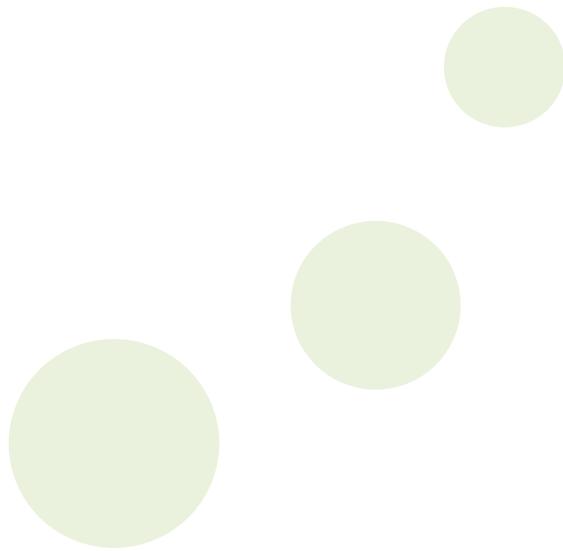
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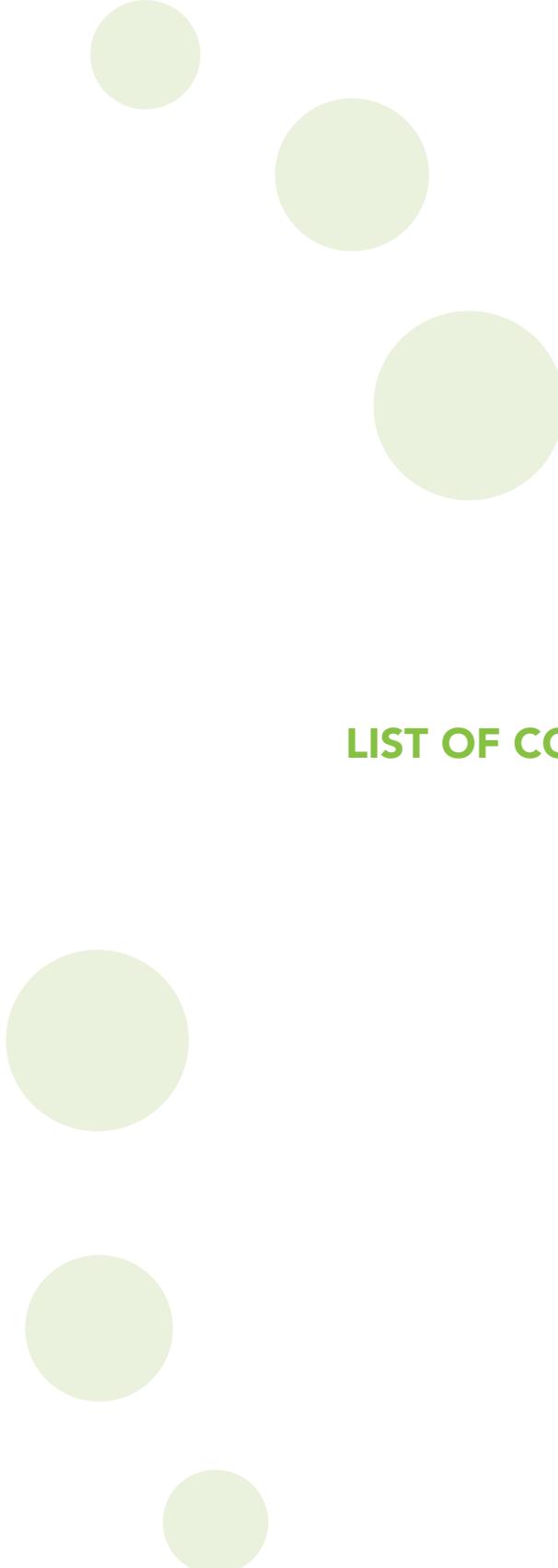
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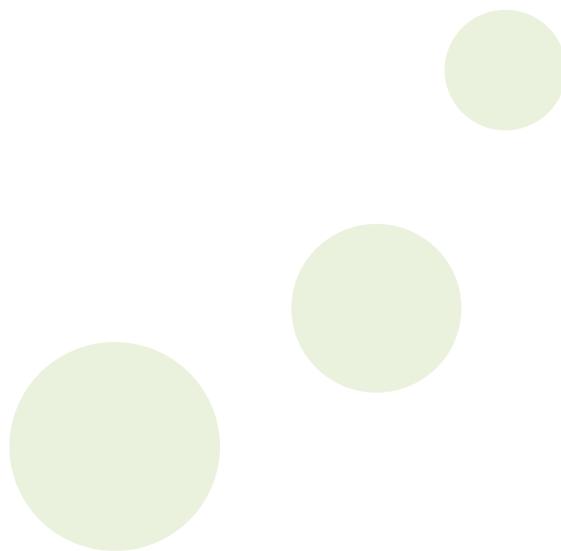




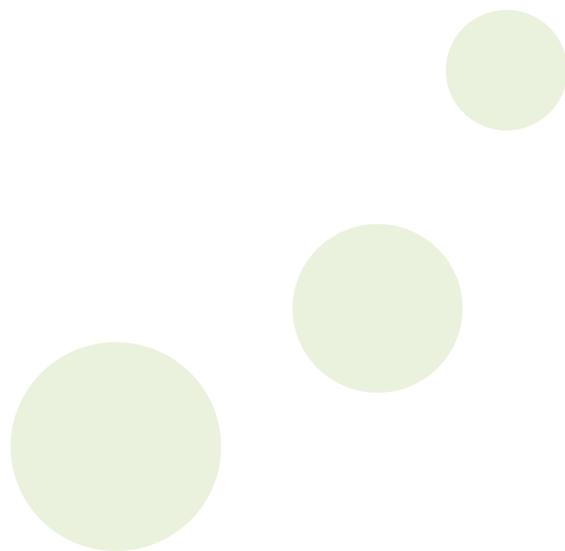
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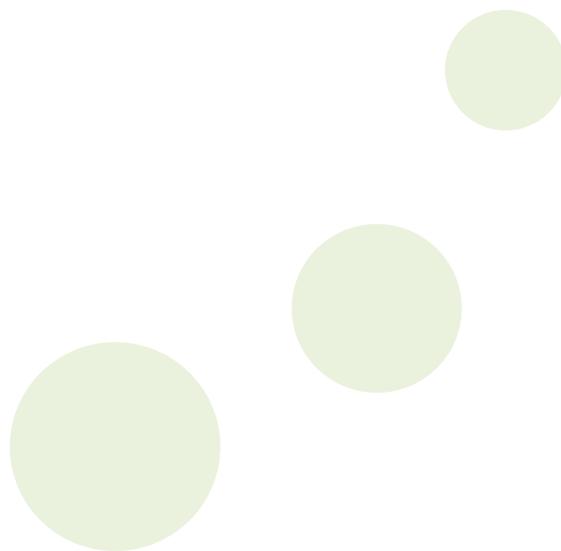


## PREFACE

THE SELF-ASSESSMENT GUIDE ON GENDER EQUALITY IN COMPANIES is a product of the “Social Dialogue and Equality in Companies” Project, financed by the EQUAL Community Initiative.

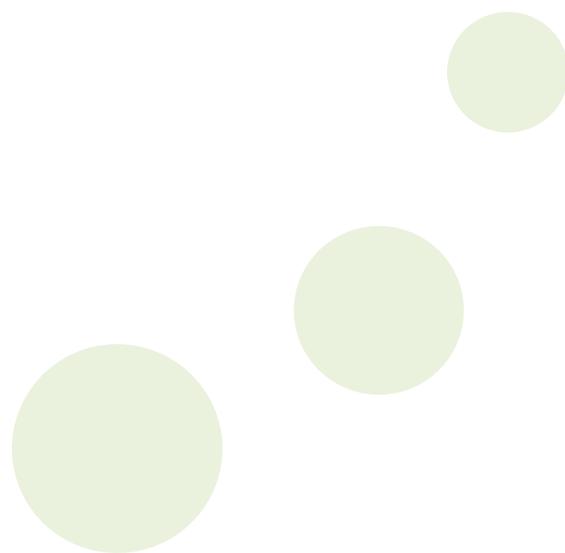
This project aims to support companies in the promotion of equality and non-discrimination between women and men, conciliation between professional, family and personal life and maternity and paternity protection. It also aims to strengthen the mechanisms of encouragement, recognition, accompaniment and divulgation of practices which promote the equality of women and men and consolidate these areas within the growing social responsibility framework companies assume in society.

All entities that make up the development partnership of the project collaborated directly in the preparation of the guide: Comissão para a Igualdade no Trabalho e no Emprego - CITE (Commission for Equality in Labour and Employment); União Geral de Trabalhadores - UGT (General Workers’ Union); Confederação Geral dos Trabalhadores Portugueses - CGTP-IN (General Portuguese Workers’ Confederation); Centro de Estudos para a Intervenção Social - CESIS (Social Intervention Study Centre); Confederação do Comércio e Serviços de Portugal - CCP (Portuguese Confederation of Services and Commerce); Associação Portuguesa de Ética Empresarial - APEE (Portuguese Association for Business Ethics); Rádio e Televisão de Portugal, S.A. - RTP (Rádio and Television of Portugal); Instituto Superior de Ciências do Trabalho e da Empresa - ISCTE (Higher Institute of Business and Labour Sciences); Instituto de Apoio às Pequenas e Médias Empresas e à Inovação - IAPMEI (Institute for Support of SMEs and Innovation).



**INTRODUCTION**

**I**

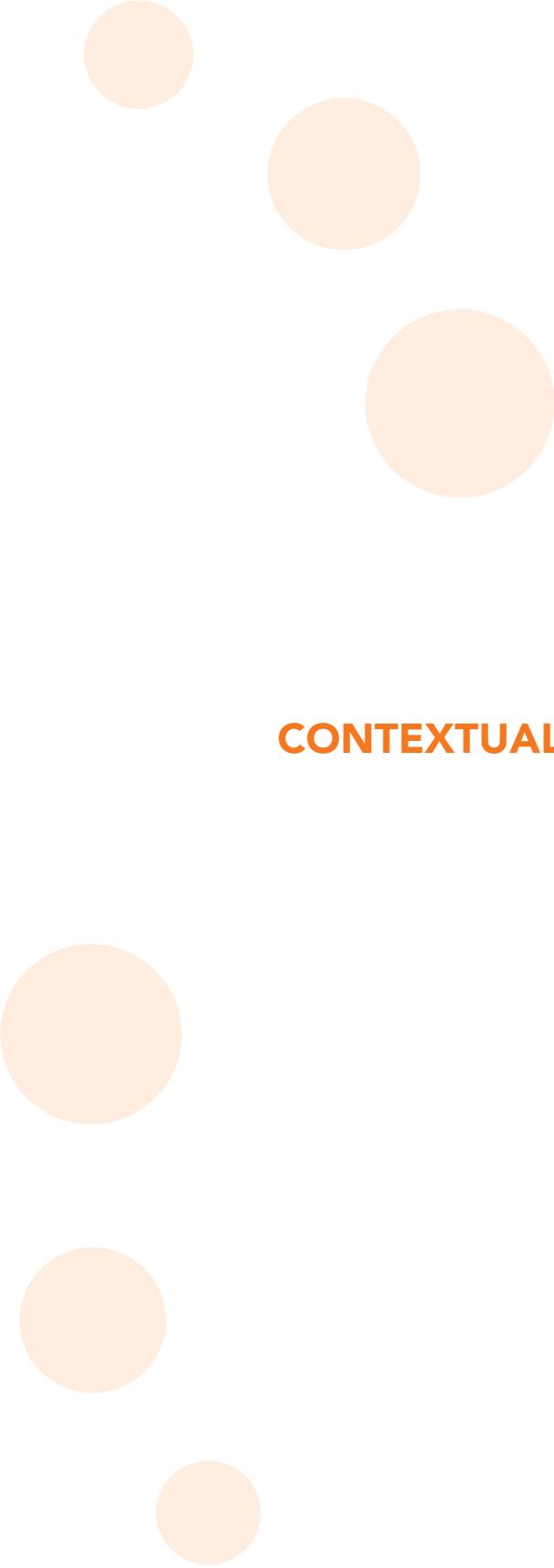


THE SELF-ASSESSMENT GUIDE ON GENDER EQUALITY IN COMPANIES is a tool that allows companies to diagnose their policies and practices with regard to equality and non-discrimination between women and men, conciliation between professional, family and personal life and maternity and paternity protection, identifying the areas requiring future intervention.

After contextualising equality between women and men with specific emphasis on its importance as one of the dimensions of corporate social responsibility, the guide presents a set of advantages in the implementation of a gender equality policy as well as in the usage of this tool. As general guidelines, it identifies success factors of the self-assessment process and explains the dimensions around which the questionnaire is structured as a diagnostic tool. The detailed presentation of the questionnaire is followed by guidelines on verifying and analysing results and also on perspectives of future plans of action in areas of intervention, be it for the implementation of new practices in these areas or consolidation of those already existing.

This tool was designed taking into account the diversity of corporate realities, regardless of their dimensions or nature of their activity.

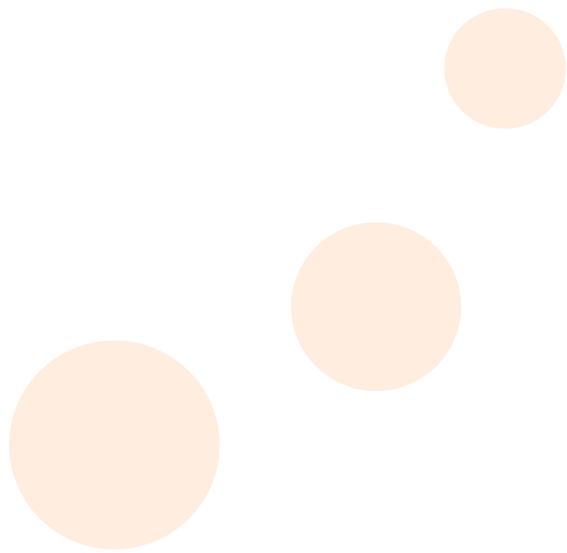




**CONTEXTUALISATION**



II



## 2.1 GENDER EQUALITY – DEFINITION AND COMMITMENTS

Gender equality, also referred to in this guide as equality between women and men, means equal visibility, power and participation of both men and women in all spheres of public and private life.

Equality between women and men constitutes an essential aspect of human dignity that the Constitution of the Portuguese Republic consecrates in article 1 and must be promoted by the Government as a fundamental task (article 9).

The Preamble to the Charter of the United Nations, in 1945, and that of the Universal Declaration of Human Rights, in 1948, acknowledge equal fundamental human rights for both men and women, in the dignity and worth of the human person. These assumptions have been reinforced since 1976 by the United Nations International Pact on Civil and Political Rights and the United Nations International Covenant on Economic, Social and Cultural Rights, as well as the Vienna World Conference on Human Rights, held in 1993. In this respect, the International Labour Organisation (ILO) conventions also assume a determining role.

Equality between women and men is also a mission of the European Union and constitutes a fundamental principle of community rights consecrated in article 2 and point 2 of article 3 of the Treaty Establishing the European Union.

Despite all these international provisions and commitments, gender equality is still a goal to be attained in the various social quadrants, assuming particular importance in the work and employment sphere. The Lisbon Strategy for Growth and Employment itself, acknowledges the existence of significant inequalities between women and men in relation to employment, and clearly contemplates measures for the promotion of gender equality and effectual equal opportunities.

The Lisbon Strategy for Growth and Employment stresses the importance of better conciliation between professional, family and personal life in the increase of employment, especially of women and of competitiveness, a commitment assumed by the Portuguese Government.

The principle of equality between women and men with regard to work and employment implies the right to equal access to work, employment, professional training and career progress; the guarantee of equal salaries between women and men; the elimination of labour market segregation; the balanced participation of men and women in professional and family life with equal share between mothers and fathers with regard to compulsory absence from work for maternity and paternity and care for sons and daughters or other dependant persons. These are principles consecrated in the Portuguese labour law.

In fact, given the acknowledgement of the indispensable need and advantage of a balanced participation of women and men in the labour market as well as in family life, it becomes a demand to conciliate private and public spheres in order to continue an effective culture of citizenship, in which gender equality is included.

## 2.2 GENDER EQUALITY IN THE SOCIAL RESPONSIBILITY FRAMEWORK

The effects of globalisation due to the opening of markets and successive international ethical scandals have helped develop societies by increasing corporate liability for the impacts of their activities. These companies are now analysed not only for their financial results but also, increasingly, for their environmental and social performance.

Social responsibility introduced new dimensions upon which companies are now observed, analysed and assessed. Nowadays, contributing to the economic development, having efficient governing methods or even protecting and defending the environment do not suffice. Current demands, which may prove to be more difficult to fulfil, can be found in the social dimension of any company. New ethical criteria emerged that influenced the perception of the different entities that interact with companies at different levels. In a broader aspect of society, the community of which they are a part of, customers and suppliers and especially male and female workers, as interested parties, demand new corporate responsibilities: citizenship, community involvement, human development, social inclusion, social dialogue and gender equality.

In fact, constructing socially responsible companies entails fully exercising their economic, environmental and social responsibilities. This new stance is based on the fundamental rights consecrated in the Portuguese law and on international conventions as the principle of equality between women and men.

The mission, the principles and values of a company provide the conceptual framework that supports its options and decisions. The system of values transmits to the workers what the company expects them to do in a specific situation without putting into question the general principles of the society in which they live in. A company that integrates equality between women and men at the level of its principles or values and that intends to invest in the construction of equal gender relationships should specify, at its human rights policy level, specific objectives concerning the elimination of professional segregation, namely by promoting the participation of women in management positions and favouring the integration of men in predominantly female sectors, among others. It should also include non-discrimination objectives involving regular practices and decisions in areas such as recruitment and selection or equal salaries. It is therefore assumed the transversal nature of the gender equality principle in its policies and plans of action.

Corporate social responsibility contributes for the effective operationalisation of gender equality in the area of employment. Companies that chose to act with regard to gender equality, for equal access to training, personal and professional development opportunities, leadership positions or equal pay for work of equal value, already show positive results for both male and female workers and for the companies themselves.

## 2.3 THE IMPORTANCE OF THE IMPLEMENTATION OF A GENDER EQUALITY POLICY FOR COMPANIES

The implementation, in companies, of measures envisaging the equality between women and men and conciliation between professional, family and personal life, resulting from a policy based on this subject, can be substantiated by positive factors such as:

	INTERNALLY	EXTERNALLY
<b>RESOURCE CAPITALISATION</b>	<ul style="list-style-type: none"> <li>■ Enhancement of skills and knowledge of their human resources, by inclusion of male and female workers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Innovation and creativity in products and solutions provided to customers and the market</li> </ul>
<b>LOYALTY AND MOTIVATION</b>	<ul style="list-style-type: none"> <li>■ Loyalty of male and female workers;</li> <li>■ Contribution to a better working environment;</li> <li>■ Increased motivation.</li> </ul>	<ul style="list-style-type: none"> <li>■ Attraction and retention of human capital;</li> <li>■ Confidence and credibility before the market and the community to which it belongs.</li> </ul>
<b>PRODUCTIVITY</b>	<ul style="list-style-type: none"> <li>■ Reduced absenteeism;</li> <li>■ Reduced shift indexes;</li> <li>■ Greater satisfaction of male and female workers.</li> </ul>	<ul style="list-style-type: none"> <li>■ Competitiveness factor for the highest profitability of resources.</li> </ul>
<b>REPUTATION AND IMAGE</b>	<ul style="list-style-type: none"> <li>■ Greater transparency in relationships with male and female workers and their organisations.</li> </ul>	<ul style="list-style-type: none"> <li>■ Recognition for the promotion of gender equality measures, as a company with good social responsibility practices;</li> <li>■ Increased fame and value of the brand</li> </ul>

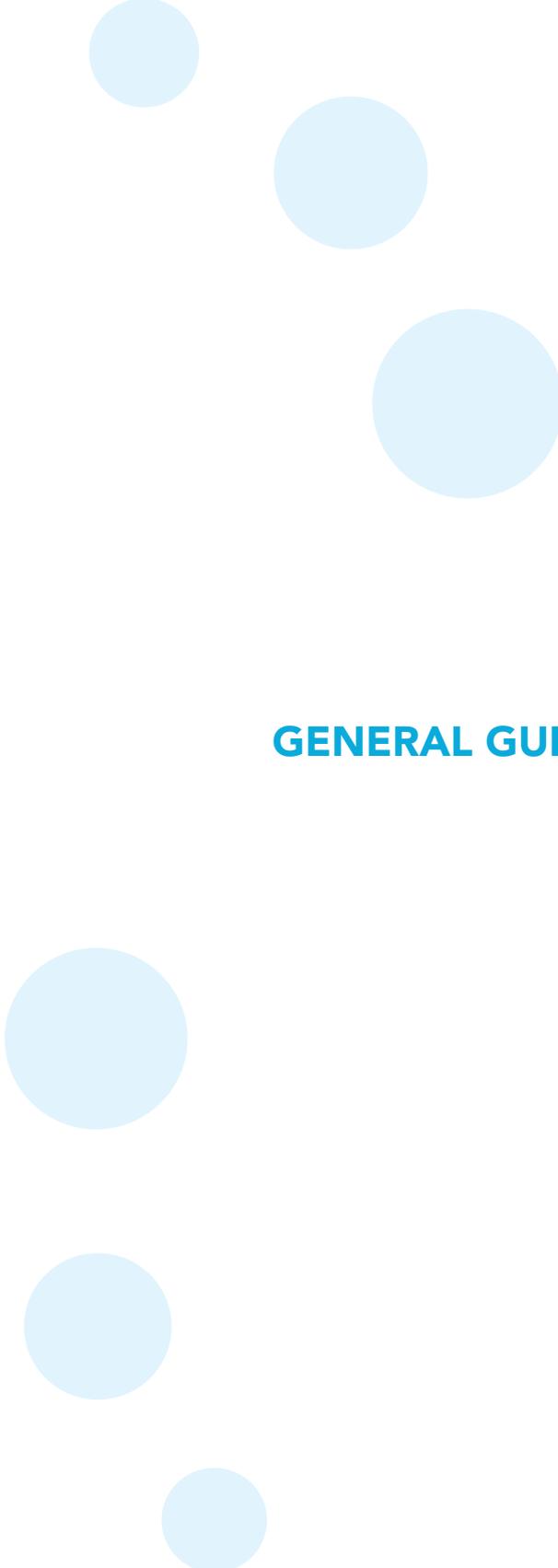
Equality between women and men in the social responsibility framework contributes, in a long-term perspective, to greater profitability, reinforcing the economic and social performance of the company.

## 2.4 ADVANTAGES OF THE GUIDE AS A DIAGNOSTIC TOOL

The application of this self-assessment guide provides the company with a set of advantages, amongst which being a tool that allows for social responsibility principles to be made operational with regard to gender equality, maternity and paternity protection and conciliation between professional, family and personal life.

The application of this guide provides the company with many advantages:

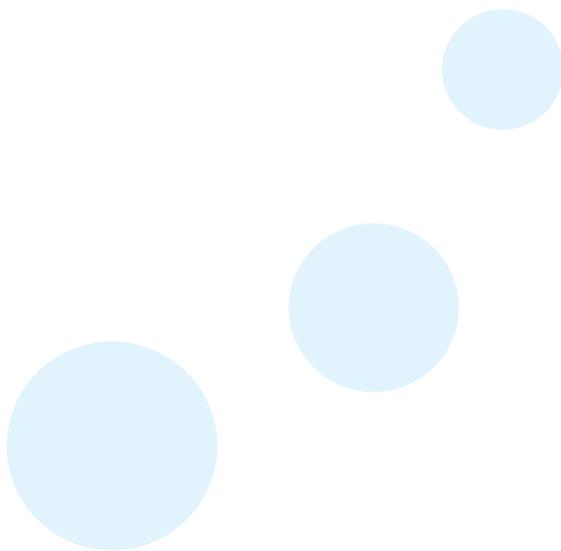
- To diagnose the corporate situation with regard to equality between men and women, conciliation between professional, family and personal life and maternity and paternity protection as transversal dimensions of the company's management areas;
- To reflect upon the incorporation of the gender equality concept, based on the characterisation of the way the gender equality principles and conciliation between professional, family and personal life and maternity and paternity protection are integrated in corporate policies, procedures and practices concerning:
  - 1 Corporate mission and values;
  - 2 Staff recruitment and selection;
  - 3 Investment in human capital through training and education;
  - 4 Salaries and career management;
  - 5 Social dialogue and participation of male and female workers and/or organisations representing them;
  - 6 Dignity of women and men at the workplace;
  - 7 Information, communication and image;
  - 8 Conciliation of professional, personal and family life;
  - 9 Maternity and paternity protection and family aid.
- To objectively identify their strong points and the areas that must be improved, enabling the plan and development of adequate actions.



**GENERAL GUIDELINES**



III



### 3.1 SUCCESS FACTORS OF THE SELF-ASSESSMENT PROCESS

Successful completion of this self-assessment exercise implies the involvement of the following elements:

#### 1 WORK TEAM

- Involve top management;
- Define a work team that involves different company areas such as male and female workers' representative bodies, in order to obtain a shared vision.

#### 2 PLANNING

- Provide time to conduct the diagnosis;
- Schedule the completion and time needed for this self-assessment.

#### 3 COMPLETION OF THE QUESTIONNAIRE

- Reply to all questions objectively and in accordance with the instructions for completion. It is essential that those involved are aware that this process has to be dealt with rigorously and that no information is omitted, otherwise the company is unable to obtain an exact picture of its situation.

#### 4 ATTITUDE TOWARDS SELF-ASSESSMENT

- Pro-active attitude, in order to encourage constructive reactions;
- Communicate the results obtained in the assessment to the people involved in the process;
- Make use of the results obtained during the assessment to prepare improvement plans, obtaining the commitment of the areas that prove to require intervention.

## 3.2 SELF-ASSESSMENT DIMENSIONS

This self-assessment guide includes a questionnaire organised into nine dimensions. Each one is divided into a set of indicators that allow the company to assess its management with regard to gender equality, conciliation between professional, family and personal life and maternity and paternity protection.

### I. CORPORATE MISSION AND VALUES

A company's mission allows whoever works for it and the surrounding society to know its reason for existing and the values and principles it follows in order to guide behaviours and define objectives. The objective of this dimension is to see whether company policy contemplates and incorporates the gender equality principle in its mission and strategic values. The intention is to evaluate whether the company considers equality between women and men in its organisational development and whether this concern is formally expressed in its documents. As such, it is also important to verify the effectiveness of this policy through the existence of a plan of action with measures and goals and to see whether the company finances its execution.

### II. STAFF RECRUITMENT AND SELECTION

The aim of this dimension is to become familiar with the company's human resources management policy with regard to staff recruitment and selection. As such, it is important to know whether the staff recruitment and selection processes are based on the principle of equality and non-discrimination on the grounds of sex and safeguard the use of the M/F designation in employment advertisements. It is important to verify whether the company encourages the application and selection of women or men in professions where one of the sexes is under-represented. On the other hand, it must be verified whether the parity principle between women and men is considered when constituting the selection teams. Finally, it must be verified whether the company keeps sex-disaggregated information with regard to recruitment and selection processes carried out over the past few years.

### III. LIFELONG LEARNING

Two areas of the lifelong learning dimension are considered here: education and training. These areas are analysed considering a set of possible actions or measures, reflecting their importance for the company. As such, it becomes necessary to know whether the company contemplates in its policy equal access by women and men to education and training opportunities. It also looks to see whether the company implements the equality and non-discrimination between women and men principle when preparing its training plans and whether these include modules related to this subject. Likewise, it is important to verify whether male and female workers are offered the possibility to interrupt their careers for studying and training or participation in lifelong learning processes. The questions also pretend to determine whether the company guarantees access by both sexes to the minimum number of certified training hours established by law and whether it gives preference to the participation of men or women in training courses intended for professions/jobs in which they are under-represented.

#### **IV. SALARIES AND CAREER MANAGEMENT**

Equality between men and women in the professional sphere must be constantly present in all work components such as in salaries and in career management processes. The objective of this dimension is to assess whether the company contemplates equality and non-discrimination between women and men in its salary policy, promotions and career progress. Equal pay for the same work or work of the same value, without discrimination on the grounds of sex, the existence of promotion and career progress criteria that guarantee equal access to higher categories or hierarchical levels, as well as the possibility of equal career management for men and women, are all issues contemplated in this section.

#### **V. SOCIAL DIALOGUE AND PARTICIPATION OF MALE AND FEMALE WORKERS AND/OR ORGANISATIONS REPRESENTING THEM**

Social dialogue and participation of male and female workers in organisations are contemplated at different levels in the labour law as a reference of democratisation and citizenship, in the assumption that, through this participation and dialogue, companies mobilize the will to reach the goals of modernity and competitiveness and concern themselves with the interests and needs of their staff. Through this dimension it will be learned how the company relates to its male and female workers and their organisations, in order to verify to what extent they are summoned to participate in the daily activities of the company and in which way social dialogue forms an integral part of its organisational culture. Encouragement by the company of social dialogue and participation of male and female workers, as well as their representative structures with regard to gender equality, conciliation between professional, family and personal life and maternity and paternity protection represents an added value for the corporate practice in its capacity to integrate and motivate their male and female workers.

#### **VI. OBLIGATION TO RESPECT THE DIGNITY OF WOMEN AND MEN AT THE WORKPLACE**

The obligation to respect women and men at their workplace is guaranteed through attitudes and behaviours that do not jeopardize the dignity of each male or female worker. The issues in this dimension intend to analyse the existence of ethical principles and norms that ensure this dignity and protect male and female workers against undesirable behaviours, be it verbal, physical, sexually related or any other. It is therefore necessary to certify the existence of formal mechanisms of complaint for cases of harassment or discrimination on the grounds of sex and for reparation of damages resulting from a violation of respect for the dignity of men and women at their workplace.

#### **VII. INFORMATION, COMMUNICATION AND IMAGE**

Issues regarding this dimension are aimed at becoming familiar with company procedures in terms of gender equality, with regard to communicational contents transmitted internally and externally and to the existence and processing of statistics and other information. It is pertinent to know whether the company uses a neutral, inclusive and non-discriminatory language (written, non-written and images) in internal and external communication processes. A neutral language is understood as the use of terminology and grammatical forms without a differential impact on women and men.

Non-discriminating communication points to the use of language and images that do not reproduce gender stereotypes, these being understood as preconceived ideas about what women and men are, what they think or how they act, based on socially constructed differences. The subsequent issues intend also to verify the existence and divulgation within the company of information regarding workers' rights and obligations. At the same time, it is also important to know whether the company processes data and general information in a desegregated manner, according to sex.

## **VIII CONCILIATION BETWEEN PROFESSIONAL, FAMILY AND PERSONAL LIFE**

### **8.1 NEW METHODS FOR ORGANISING WORK**

Flexible methods for organising work consist in one of the most important indicators for conciliation of professional, family and personal life. Considering the time and methods used for organising work in compliance with the legal maximum daily and weekly limits as regulators of the balance between professional, family and personal life, the aim of this group of issues is to discover how the company considers and meets the necessities of its human resources. It looks to verify whether the company offers its workers flexible modalities of organising work, namely working from home, teleworking or work based on achieving objectives. It will also be important to know of the possibilities offered by the company to satisfy personal and family requests. It also verifies the existence of modalities of work with a compact work schedule in a reduced number of days per week (less than 5), or the existence of a norm for adapting shifts to the need to conciliate workers' professional, family and personal life. This dimension also looks to capture modalities of work in part-time or of job-sharing as stipulated by law, or in addition to it.

### **8.2 DIRECT BENEFITS FOR MALE AND FEMALE WORKERS**

Conciliation between professional, family and personal life may be achieved through policies promoted by the company, directly aimed at male and female workers or at their families. This dimension is aimed at identifying different types of measures that, as direct benefits, contribute to this conciliation and to the well-being of those who work in the company. Mainly, it intends to identify measures designed for the balance of professional-family- personal life of those with special family situations, such as single-parent families, with handicapped children or with chronic diseases, with grandchildren children of adolescent mothers, amongst other cases. This section is also aimed at doing an inventory of existing of services, activities or other benefits that promote health and well-being, of established protocols with proximity services and also of systems for the reintegration of male and female workers back into active life after being away from it.

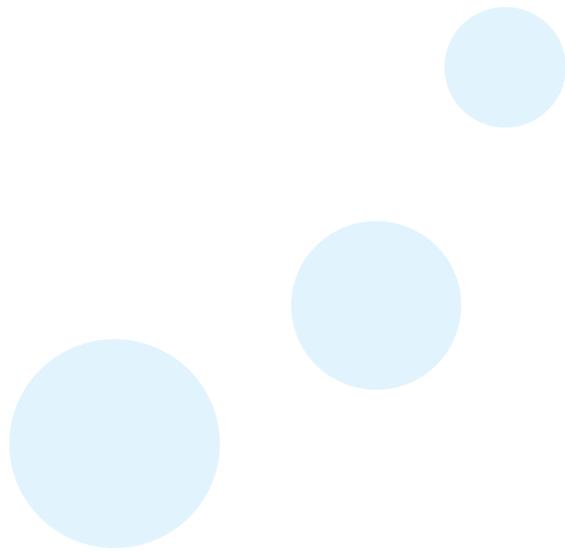
### **8.3 DIRECT BENEFITS FOR RELATIVES OF MALE AND FEMALE WORKERS.**

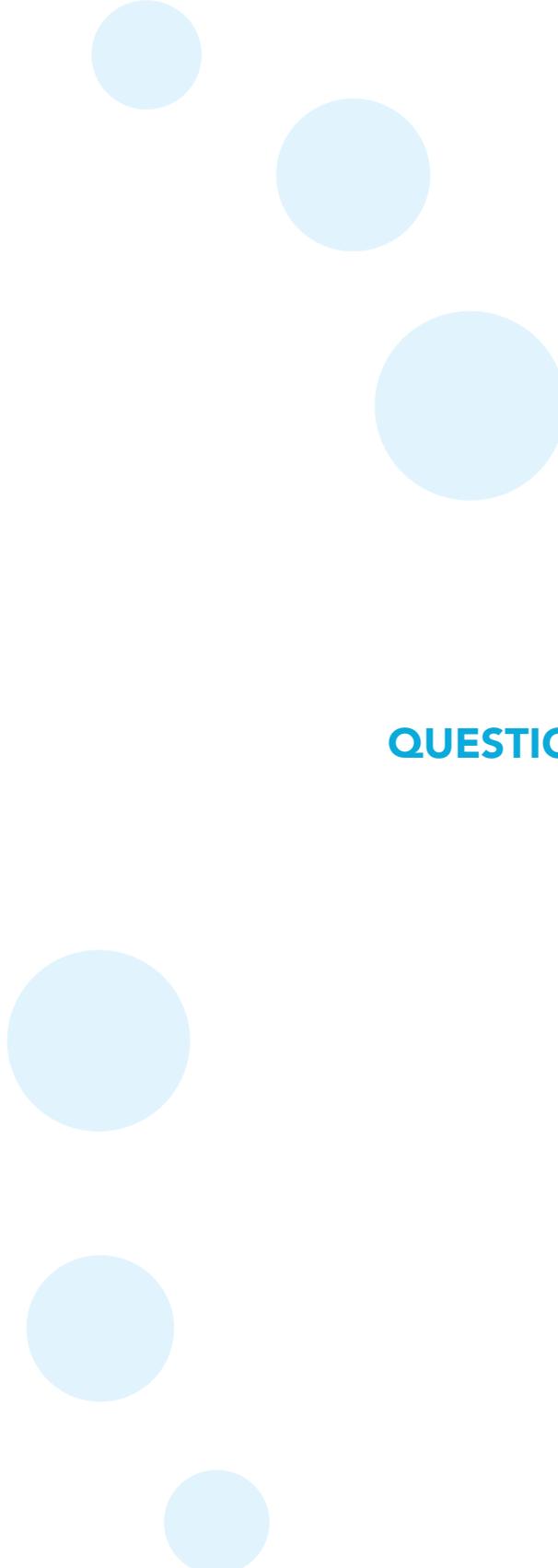
Amongst the measures that promote conciliation of professional, family and personal life are those that are directly intended for male and female workers' relatives – children, the elderly or other relatives in a situation of dependency – to whom there is an obligation to support and care for, whether they co-habitate or not.

This section is aimed at collecting information about direct benefits provided by the company to these relatives. Included here are the very infrastructures for shelter and care, as well as permanent or occasional support and the creation of protocols with establishments specialised in care services for children, the elderly or handicapped people. Another aspect to be contemplated is financial support for payment of expenses resulting from acquiring these services or with the education of young children in schooling age. These benefits include as well the company's own healthcare facility, extendable to family members or health plans that include the workers' relatives. Also relevant is the information services created by the company to divulge existing resources in its geographic area and/or areas of residence of male or female workers that help conciliate professional, family and personal life.

#### **IX MATERNITY AND PATERNITY PROTECTION AND FAMILY ASSISTANCE**

Maternity and paternity protection and the right to family assistance are an essential condition for the promotion of a balanced relationship between professional and family life. In addition to the legally stipulated mechanisms, it is important to ensure that the organisational cultures incorporate values that do not prevent the use of these rights and that company policies contemplate different types of incentives, directed at mothers and fathers and at whoever has relatives in their care. This dimension is aimed at verifying whether the company complies with the law and recognises, in the same manner, the exercise of maternity and paternity rights for male and female workers. It is also aimed at verifying at a monetary level as well as in the duration of the licenses, the existence of maternity and paternity benefits, by adoption or through accompaniment of minors or handicapped children, in addition to that stipulated by the law. In addition, it is here considered the incentive for the enjoyment of the 15-day parental leave paid by Social Security. Another measure to be identified reports to the hiring policy of temporary workers for substituting mothers and fathers who are on paternity, maternity or adoption leave.

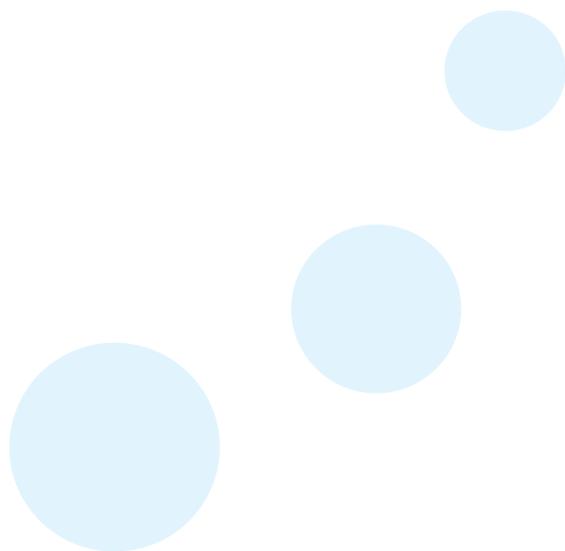




**QUESTIONNAIRE**



**IV**



## 4.1 INTRODUCTION TO THE QUESTIONNAIRE

This questionnaire is structured around the nine dimensions explained above; each dimension is introduced by a paragraph that summarises the practices of a company of excellence regarding equality between women and men.

The questionnaire is composed of 65 questions, which can be answered by Yes or No, depending on which better describes the practices of your company with regard to each specific topic.

The results of the questionnaire will help to diagnose the position of the company with regard to gender equality.

Note that the conception of the questionnaire set out to create a tool as comprehensive as possible, whereby some questions may or may not be totally adjustable to certain specific corporate realities such as in regard to the dimension and/or nature of the activity. This fact may be reflected in the final classification, influencing the global results analysis.

## 4.2 INSTRUCTIONS FOR COMPLETION

Before beginning to complete the questionnaire, it is necessary to consider the following:

- Read all questions carefully;
- Identify and gather all the material necessary for the completion of the questionnaire such as the organisational chart, plans of action, management reports, codes of ethics or of conduct, corporate balance sheet;
- Calculate and schedule the time required for its completion.

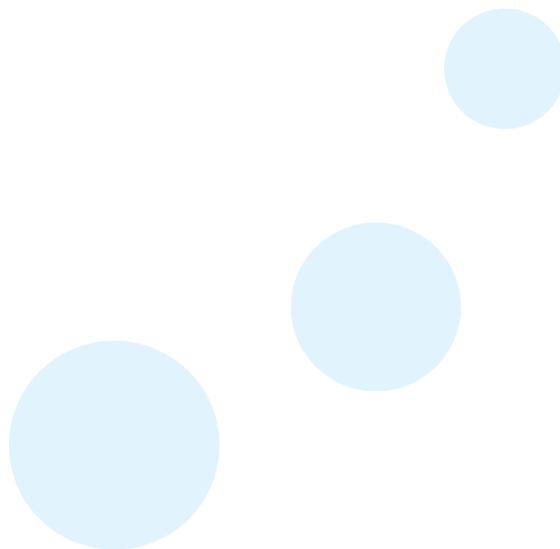
When answering the questionnaire, the internal practices of the company must be marked by selecting:

- YES, when the company complies with what is being asked (for example, the company defined norms in order to prevent sexual harassment at the workplace; therefore, in question 6.1. Does the company have norms that guarantee respect for the dignity of women and men at the workplace? answer Yes);
- NO:
  - . when the situation in question has not yet been fully implemented in the company (for example, never hired anyone to temporarily substitute a worker that is absent on maternity leave; answer No in question 9.9. Does the company hire workers to substitute male and female workers on maternity, paternity or parental leave?);
  - OR
  - . when you consider that such situation does not apply in accordance to the dimension and/or nature of the company's activity (for example, your company is an auto repair shop, consequently the work cannot be done from home; hence you will answer No in question 8.1.2. Does the company allow workers to work from home when necessary for conciliation of professional, family and personal life?).

All questions must be answered without exception. In case of doubt, consult the concepts related to the gender equality dimensions (point 3.2) as well as the Glossary and References of this guide.

Lastly, consult point 4.4 to verify and check the company's position on the results graph.

Regardless of the result obtained and the position achieved by the company, the reading of part V – ANALYSIS OF RESULTS and part VI – FUTURE PERSPECTIVES is recommended in order to improve corporate intervention in the area of equality between women and men.



## 4.3 QUESTIONNAIRE

### I. CORPORATE MISSION AND VALUES

Companies of excellence, who aim to be socially responsible, incorporate the principles of gender equality in their mission and values and implement practices in this area based on a coherent strategy focused on the recognition of the equal social value of women and men and their respective stature in society, in view of the balance of indicators.

	YES	NO
1.1 For the company, is equality between women and men considered a priority for organisational development?		
1.2 In strategic documents (e.g. reports, plans, regulations) is equality between women and men expressly mentioned as a corporate value?		
1.3 Does the company have measures that specifically encourage balanced participation of women and men in decision-making processes?		
1.4 Does the company have measures that specifically encourage balanced participation of women and men in family activities?		
1.5 Has the company allocated funds for measures and actions related to equality between women and men in the past 5 years?		
1.6 Does the company have a plan of action for equality between women and men?		

### II. STAFF RECRUITMENT AND SELECTION

Companies of excellence, who aim to be socially responsible and with practices for gender equality, recruit and select their staff by attributing equal value to the skills, expectations, needs and responsibilities of both women and men.

	YES	NO
2.1 Do human resources' recruitment and selection criteria and procedures consider the principle of gender equality and non-discrimination on the grounds sex?		
2.2 Does the company encourage the application and selection of men or women for professions/jobs where they are under-represented?		
2.3 Do job offer advertisements not contain indirect discriminating elements (e.g. "total availability", "marital status")?		
2.4 In the constitution of selection teams does the principle of a balanced representation of women and men preside?		
2.5 Does the company keep information, disaggregated according to sex, related to the recruitment and selection processes it has carried out over the past five years?		

### III. LIFELONG LEARNING

Companies of excellence, who aim to be socially responsible and with practices for gender equality, encourage women and men equally in lifelong learning and use their capacities and knowledge to the fullest.

	YES	NO
3.1 When preparing its training plan, does the company consider the principle of gender equality and non-discrimination between women and men namely with regard to qualification, progress in their careers and in the access to leadership positions opportunities?		
3.2 Does the company include a module in the area of equality between women and men in its certified training programme?		
3.3 Does the company allow its male and female workers to interrupt their careers to study or attend training courses?		
3.4 Does the company encourage equal participation of women and men in lifelong learning processes?		
3.5 Does the company compensate eventual unbalances in the situations of men and women in training, namely by giving priority to the participation of men or women in training courses for professionals/jobs in which one of the sexes is under-represented?		
3.6 Does the company guarantee equal access by women and men to the minimum number of certified training hours established by law?		

### IV. SALARIES AND CAREER MANAGEMENT

Companies of excellence, who aim to be socially responsible and with practices for gender equality, promote equality and non-discrimination between women and men in promotions and career progress, eliminating all types of obstacles on the grounds of sex.

	YES	NO
4.1 Does the company guarantee in its salary policy the compliance with the principal of "equal pay for equal work or work of equal value" for male and female workers alike?		
4.2 Does the company, when paying salary supplements (e.g. prizes and perks), consider the principle of equality and non-discrimination on the grounds of sex, not penalising women and men for their family responsibilities (e.g. absences from work due to unpostponable maternity, paternity or parental obligations)?		
4.3 When the company appoints a male or female worker for a leadership position or decision-making body, does it consider the principle of equality and non-discrimination on the grounds of sex?		
4.4 Are male and female workers' skills (academic, professional training, formal and informal) recognised by the company on an equal basis with regard to promotion and career progress?		
4.5 Is performance assessment in the company based on objective corporate criteria common to both women and men, in a way to exclude any discrimination on the grounds of sex?		

## V. SOCIAL DIALOGUE AND PARTICIPATION OF MALE AND FEMALE WORKERS AND/OR ORGANISATIONS REPRESENTING THEM

Companies of excellence, who aim to be socially responsible and with practices for gender equality, give priority to dialogue with male and female workers and/or organisations representing them as well as to their participation in the definition and implementation of measures for the promotion of equality between women and men.

	YES	NO
5.1 Does the company encourage male and female workers to make suggestions with regard to equality between women and men, conciliation between professional, family and personal life and maternity and paternity protection?		
5.2 Does the company hold meetings with male and female workers or their representative structures in order to discuss issues related to equality between women and men, conciliation between professional, family and personal life and maternity and paternity protection?		
5.3 When assessing the satisfaction of its male and female workers, does the company consider equality between women and men, conciliation between professional, family and personal life and maternity and paternity protection?		

## VI. OBLIGATION TO RESPECT THE DIGNITY OF WOMEN AND MEN AT THE WORKPLACE

Companies of excellence, who aim to be socially responsible and with practices for gender equality, guarantee respect for the dignity of women and men at the workplace by defining and implementing standards for that effect.

	YES	NO
6.1 Does the company have standards that guarantee respect for the dignity of women and men at the workplace?		
6.2 Does the company follow formal procedures for presenting complaints in case of discrimination on the grounds of sex?		
6.3 Does the company follow specific procedures for reparation of damages resulting from a violation of respect for the dignity of women and men at their workplace?		

## VII. INFORMATION, COMMUNICATION AND IMAGE

Companies of excellence, who aim to be socially responsible and with practices for gender equality, employ inclusive or neutral language and use images that respect women and men alike.

	YES	NO
<b>7.1</b> Does the company consider in its internal communication the principle of equality and non-discrimination on the grounds of sex and use inclusive grammatical and completely neutral forms (e.g. male and female workers)?		
<b>7.2</b> Does the company systematically process and present sex-disaggregated data in all corporate documents, namely in their diagnosis and reports, indicating quantified values regarding male and female workers?		
<b>7.3</b> Does the company use non-discriminatory language and images on the grounds of sex when advertising and promoting its activities, products and services?		
<b>7.4</b> Does the company disclose, in appropriate location, information concerning the rights and obligations of male and female workers in terms of equality and non-discrimination on the grounds of sex, maternity and paternity?		

## VIII. CONCILIATION BETWEEN PROFESSIONAL, FAMILY AND PERSONAL LIFE

Companies of excellence, who aim to be socially responsible and with practices for gender equality, promote the organisation of work in accordance with the personal and family needs of both male and female workers.

### 8.1. NEW METHODS FOR ORGANISING WORK

	YES	NO
<b>8.1.1</b> Does the company offer flexible working hours in order to conciliate professional, family and personal life?		
<b>8.1.2</b> Does the company allow workers to work from home when they need to conciliate their professional, family and personal life?		
<b>8.1.3</b> Does the company allow teleworking in order to conciliate professional, family and personal life?		
<b>8.1.4</b> Does the company allow workers to adapt their weekly working hours by increasing their daily working hours in order to conciliate professional, family and personal life?		
<b>8.1.5</b> When scheduling shifts, does the company consider the need for both male and female workers to conciliate their professional, family and personal life?		
<b>8.1.6</b> Does the company allow workers to work part-time in order to conciliate professional, family and personal life?		
<b>8.1.7</b> Does the company foresee sharing work posts in order to conciliate professional, family and personal life?		

## 8.2. DIRECT BENEFITS FOR MALE AND FEMALE WORKERS

	YES	NO
<b>8.2.1</b> Does the company adopt measures for supporting male and female workers in special family situations (e.g. single-parent families, handicapped relatives, relatives with chronic diseases, male/female workers with grandchildren of adolescent children)?		
<b>8.2.2</b> Does the company grant 15 days or the period specified in the collective labour contract or corporate agreement?		
<b>8.2.3</b> Does the company provide health services for male and female workers?		
<b>8.2.4</b> Does the company have health and/or life insurance and/or pension funds for male and female workers?		
<b>8.2.5</b> Does the company have its own facilities for sport activities or other health and well-being activities for male and female workers (e.g. gymnasium, massage room, acupuncture, swimming-pool)?		
<b>8.2.6</b> Has the company established agreements regarding the provision of health and cultural services, leisure and sports for male and female workers?		
<b>8.2.7</b> Does the company make possible proximity services in its facilities (e.g. launderette, catering, take-away, car wash, pharmacy)?		
<b>8.2.8</b> Does the company promote health and well-being related activities (e.g. workshops, thematic weeks, screenings)?		
<b>8.2.9</b> Does the company have specific measures (e.g. information, adequate training, recycling) in order to reintegrate in their active life workers who have interrupted their career for family reasons?		

### 8.3. DIRECT BENEFITS FOR RELATIVES OF MALE AND FEMALE WORKERS

	YES	NO
<b>8.3.1</b> Does the company have its own child care facilities for male and female workers' children (e.g. kindergarten, recreational activities, holiday camps, or others)?		
<b>8.3.2</b> Does the company have protocols with family support services (e.g. kindergarten, play centre, well-being activities, culture and leisure centres, gymnasiums)?		
<b>8.3.3</b> Does the company have protocols for facilitating access to support services for elderly or handicapped relatives (e.g. home support, rehabilitation, nursing homes and day centres)?		
<b>8.3.4</b> Does the company provide financial support for child care services for male and female workers' children (e.g. kindergarten and babysitters)?		
<b>8.3.5</b> Does the company grant financial support related to the education of sons and daughters (e.g. subsidies, scholarships, payment of books, payment of holiday camps)?		
<b>8.3.6</b> Does the company have financial support for health purposes that is extendible to the workers' family (e.g. family health plan, insurance, home support)?		
<b>8.3.7</b> Does the company provide health services in its facilities for families of both male and female workers?		
<b>8.3.8</b> Does the company make available existing resources in its geographical area and/or area of residence of male and female workers in order to facilitate conciliation (e.g. kindergartens/ babysitting services, institutions for the elderly)?		

## IX. MATERNITY AND PATERNITY PROTECTION AND FAMILY ASSISTANCE

Companies of excellence, who aim to be socially responsible and with practices for gender equality, encourage men and women to fully exercise their family responsibilities, especially through incentives to exercise the fathers right to paternity leave and the sharing of the rights to family assistance between women and men.

	YES	NO
9.1 Does the company consider in equal terms the right to maternity and paternity of both male and female workers?		
9.2 Does the company offer maternity benefits, either monetary or "in kind", in addition to those foreseen by the law?		
9.3 Does the company offer paternity benefits, either monetary or "in kind", in addition to those foreseen by the law?		
9.4 Does the company offer female workers leave that exceeds the period foreseen by the law to accompany their young or handicapped children?		
9.5 Does the company offer male workers leave that exceeds the period foreseen by the law to accompany their young or handicapped children?		
9.6 Does the company encourage men to take the 15 days parental leave foreseen by the law, which is paid by Social Security?		
9.7 Does the company grant female workers adoption leave exceeding that foreseen by the law?		
9.8 Does the company grant male workers adoption leave exceeding that foreseen by the law?		
9.9 Does the company hire workers to substitute male and female workers on maternity, paternity or parental leave?		

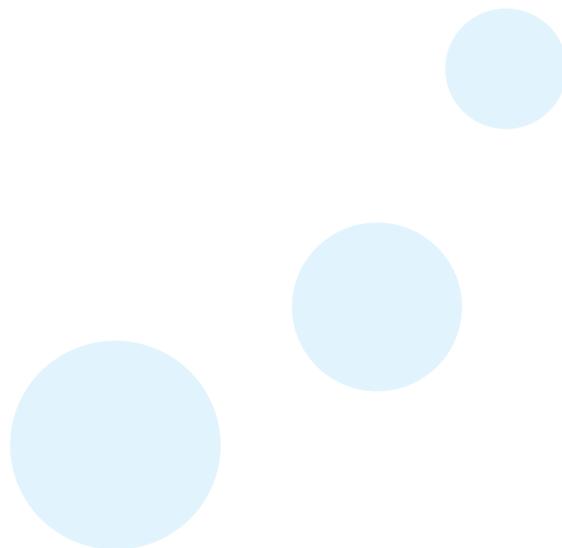
## 4.4 VERIFICATION OF RESULTS

To verify the results, mark the answers to the questionnaire with a circle, in the ANSWERS column (YES/NO) of table I, taking into account that the questions are grouped together into two types, A and B, that correspond to two types of classification.

- In questions A, only negative answers are counted (No);
- In questions B, only positive answers are counted (Yes).

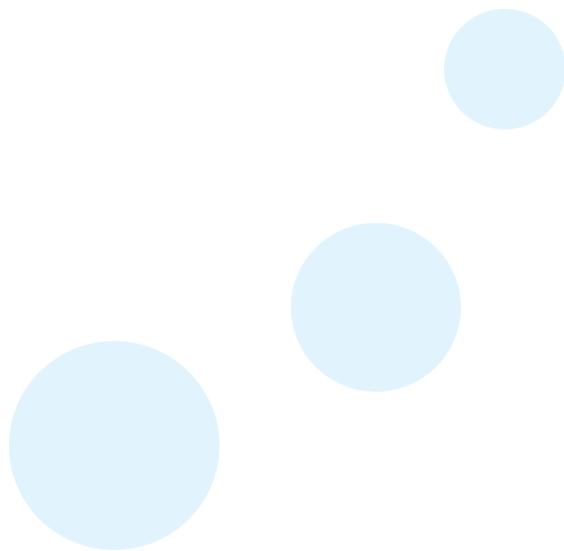
For questions A, add the classification obtained in the No column. The result should be between 0 and 11.

For questions B, add the classification obtained in the Yes column. The result should be between 0 and 1000.



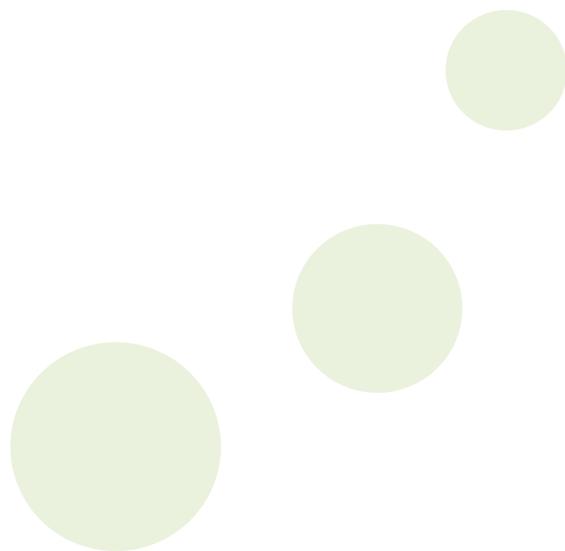
**TABLE I SCORE OBTAINED**  
DIMENSIONS

DIMENSIONS	QUESTIONS		ANSWERS	
	TYPE	No.	YES	NO
CORPORATE MISSION AND VALUES	B	1.1	10	0
	B	1.2	20	0
	B	1.3	10	0
	B	1.4	10	0
	B	1.5	20	0
	B	1.6	20	0
STAFF RECRUITMENT AND SELECTION	A	2.1	0	1
	B	2.2	30	0
	A	2.3	0	1
	B	2.4	30	0
	A	2.5	0	1
LIFELONG LEARNING	B	3.1	20	0
	B	3.2	20	0
	B	3.3	10	0
	B	3.4	20	0
	B	3.5	30	0
	B	3.6	20	0
SALARIES AND CAREER MANAGEMENT	A	4.1	0	1
	A	4.2	0	1
	B	2.3	30	0
	B	4.4	30	0
	A	4.5	0	1
SOCIAL DIALOGUE AND PARTICIPATION OF MALE AND FEMALE WORKERS AND/OR ORGANISATIONS REPRESENTING THEM	B	5.1	20	0
	B	5.2	20	0
	B	5.3	20	0
OBLIGATION TO RESPECT THE DIGNITY OF WOMEN AND MEN AT THE WORKPLACE	B	6.1	20	0
	B	6.2	10	0
	B	6.3	10	0
INFORMATION, COMMUNICATION AND IMAGE	B	7.1	30	0
	B	7.2	20	0
	B	7.3	20	0
	A	7.4	0	1
NEW METHODS FOR ORGANISING WORKING HOURS	A	8.1.1	0	1
	B	8.1.2	30	0
	B	8.1.3	30	0
	B	8.1.4	30	0
	B	8.1.5	30	0
	A	8.1.6	0	1
	B	8.1.7	10	0
DIRECT BENEFITS FOR MALE AND FEMALE WORKERS	B	8.2.1	20	0
	B	8.2.2	20	0
	B	8.2.3	20	0
	B	8.2.4	20	0
	B	8.2.5	10	0
	B	8.2.6	10	0
	B	8.2.7	10	0
	B	8.2.8	10	0
	A	8.2.9	0	1
BENEFITS FOR FAMILIES OF MALE AND FEMALE WORKERS	B	8.3.1	30	0
	B	8.3.2	10	0
	B	8.3.3	10	0
	B	8.3.4	30	0
	B	8.3.5	10	0
	B	8.3.6	10	0
	B	8.3.7	10	0
	B	8.3.8	10	0
MATERNITY AND PATERNITY PROTECTION AND FAMILY ASSISTANCE	A	9.1	0	1
	B	9.2	10	0
	B	9.3	10	0
	B	9.4	20	0
	B	9.5	20	0
	B	9.6	30	0
	B	9.7	10	0
	B	9.8	10	0
	B	9.9	20	0
			total answers YES	total answers NO



**ANALYSIS OF RESULTS**





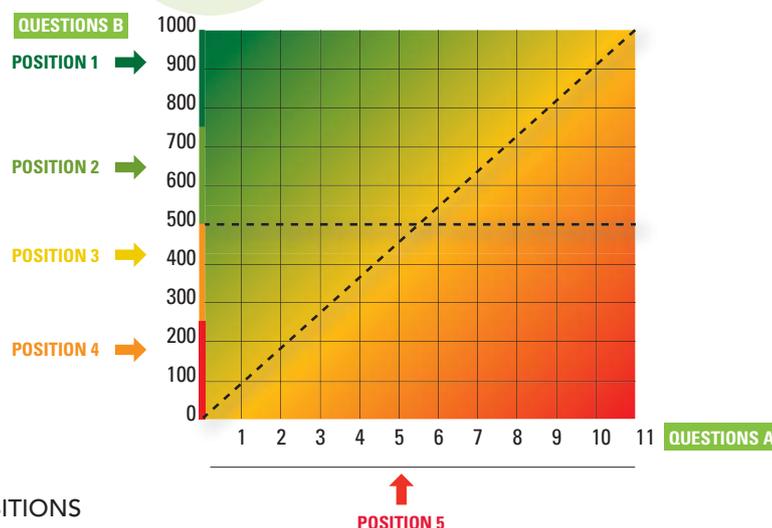
After verifying the results, it is necessary to proceed to the reading and analyses of those results. With this analysis, the company will become aware of the position it legally occupies (questions A) and its good practices with regard to equality between women and men (questions B).

Zero (0) classification obtained in questions A corresponds to companies that are in complete compliance with the law. Any value other than zero reflects non-compliance with the law.

With regard to questions B, the higher the score, the longer the path already travelled in regard to good practices performed by the company in terms of gender equality.

To view this position on the results graph shown below, the question A axis should mark the value verified in the No column and the question B axis, the value verified in the Yes column. The interception of these values will show the company's position.

## RESULTS GRAPH



## INTERPRETATION OF POSITIONS

POSITION 1 (questions A = 0; questions B  $\geq$  750)

A company of excellence, who aims to be socially responsible and with practices for gender equality, is situated in this position. In addition to complying with the law in terms of gender equality, it also shows an interest at this level and implements principles, measures and practices, which are determinant for gender equality in the company.

POSITION 2 (questions A = 0; questions B  $\geq$  500 and  $<$  750)

In addition to complying with the legislation on gender equality, the company demonstrates significant principles and practices in this area.

POSICÃO 3 (questions A = 0; questions B  $\geq$  250 and  $<$  500)

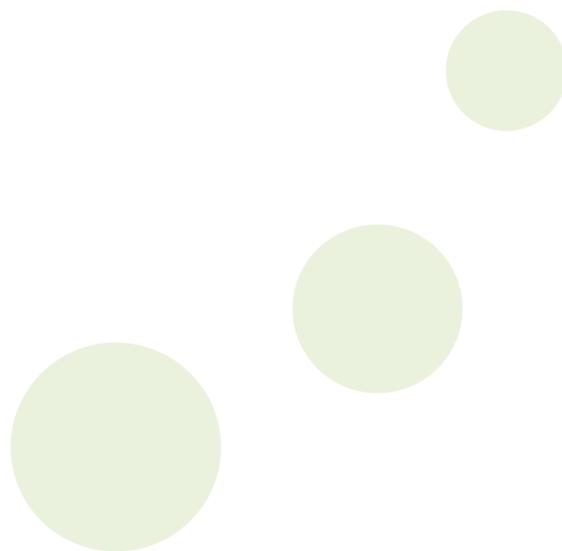
In addition to complying with the legislation on gender equality, the company has few expressive principles and practices in this area.

POSICÃO 4 (questions A = 0; questions B  $<$  250)

Although it complies with the law on gender equality, the company has very few expressive principles and practices in this area.

POSICÃO 5 (questions A  $>$  0; questions B  $\geq$  0)

The company does not comply with the law on gender equality, although it has practices in this area.

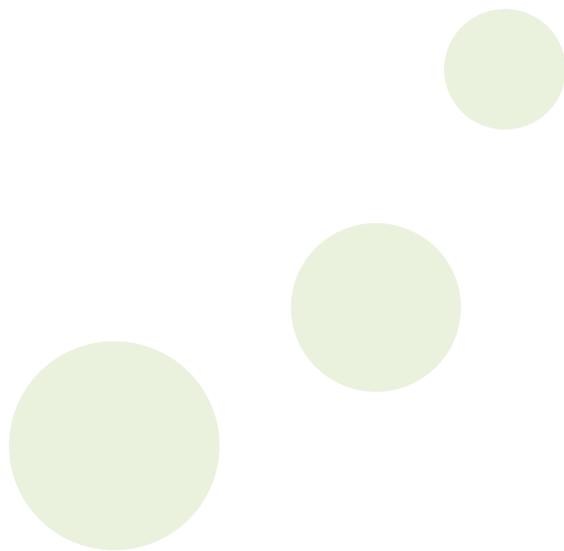




**FUTURE PERSPECTIVES**



**VI**



Regardless of the company's position, take into consideration the strong and weak aspects revealed by the results analysis. The table below provides a few hints on how to improve weak points and consolidate strong ones.

POSITIONS	HINTS FOR ACTION
1	<ul style="list-style-type: none"> <li>■ The company is at level of excellence with regard to gender equality. However, check in what other dimensions it came further from that level in order to focus on improving those areas.</li> <li>■ Try to set up partnerships with other companies and organisations with good practices in this area as a form of potentialising your actions and making your efforts visible.</li> <li>■ In position to apply for various excellence awards such as "Equality is Quality" (CITE) and "Family-Responsible Company" (AESE).</li> </ul>
2	<ul style="list-style-type: none"> <li>■ The company acts positively with regard to gender equality. However, should check to see in what other dimensions it came further from the excellence level in order to focus on the improvement of these dimensions.</li> <li>■ Try to set up partnerships with other companies and organisations with good practices in this area as a form of potentialising your actions and making your efforts visible.</li> </ul>
3	<ul style="list-style-type: none"> <li>■ The company seems to be somewhat concerned with gender equality. However, it must check to see in what dimensions does not develop any good practices and focus its efforts on the promotion of those.</li> <li>■ Try to set up partnerships with other companies and organisations with good practices in this area as a form of potentialising your actions and making your efforts visible.</li> <li>■ Get support from entities with specific skills in the area of equality between women and men such as the Commission for Equality in Labour and Employment – CITE and the Commission for Citizenship and Gender Equality – CIG or even of specialists in this area.</li> </ul>

POSITIONS	HINTS FOR ACTION
4	<ul style="list-style-type: none"> <li>■ The company reveals to have very few practices in the area of gender equality, although complying with the law. Should verify the dimensions to which priority must be given for the promotion of good practices, focusing on their implementation.</li> <li>■ Try to set up partnerships with other companies and organisations with good practices in this area as a form of learning and incorporation.</li> <li>■ Get support from entities with specific skills in the area of equality between women and men such as the Commission for Equality in Labour and Employment – CITE and the Commission for Citizenship and Gender Equality – CIG or even of specialists in this area.</li> </ul>
5	<ul style="list-style-type: none"> <li>■ The company seems to have some good practices in the area of gender equality but does not comply with the law. It must be in compliance with the law, verifying in which dimensions it is not doing so and correcting the respective methods of action.</li> <li>■ With regard to the good practices already implemented, reflect upon the problems that is offering a solution to, establish priorities and focus on maintaining them and promoting new good practices in regards to problems that need to be solved.</li> <li>■ Get support from entities with specific skills in the area of equality between women and men such as the Commission for Equality in Labour and Employment – CITE and the Commission for Citizenship and Gender Equality – CIG or even of specialists in this area.</li> <li>■ Try to set up partnerships with other companies and organisations with good practices in this area as a form of learning and incorporation.</li> </ul>

The annual completion of this self-assessment process will allow the company to verify how it is progressing with regard to gender equality.

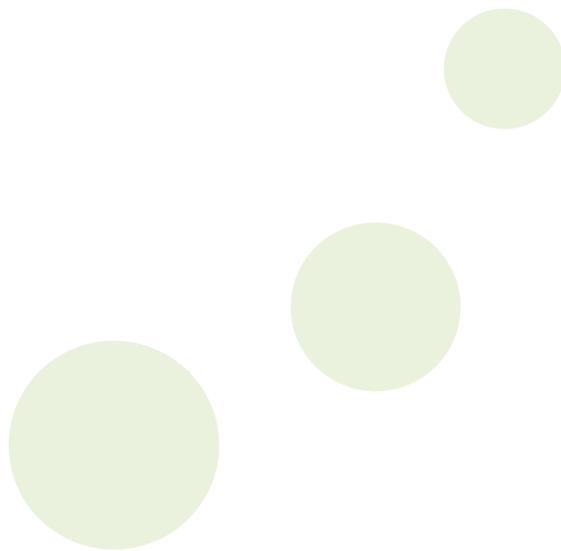
As for the aspects identified by the company that may or may not be improved, define viable and realistic objectives and gather the resources you need to fulfil them.



**GLOSSARY**



**VII**



### **BALANCED PARTICIPATION OF WOMEN AND MEN**

The sharing of power and decision-making positions (40-60% representation of either sex) between men and women in every sphere of life, which constitutes an important condition for equality between men and women.

[Council Recommendation no. 96/694/EC of 02.12.1996, contained in "Equality in 100 Words" Glossary of terms on equality between men and women. European Commission, DG V, 1998]

### **CONCILIATION BETWEEN PROFESSIONAL, FAMILY AND PERSONAL LIFE**

Condition that allows both men and women to exercise their professional activities without injure to their family responsibilities and to their rights and obligations as citizens.

### **CORPORATE MISSION**

Allows whoever works for the company and the surrounding society to know its reason for existing and the values and principles it follows in order to guide behaviours and define objectives.

### **CORPORATE VALUES**

The values represent the reference criteria that influence the organisation's principles, culture, decisions and actions.

[Portuguese Social Responsibility Norm 4469-1 2007]

### **DIGNITY OF WOMEN AND MEN IN THE WORKPLACE**

Right to respect in the workplace, especially against sexual harassment or of any other type.

[Council Resolution 29.05.90, JO C 157]. See also Articles 23 and 24 of the Labour Code approved by Law no. 99/2003, of 27th August]

### **DISCRIMINATION ON THE GROUNDS OF SEX**

Injure of any nature resulting from legal norms, social practices or individual behaviour that is suffered by a person on the grounds of sex.

It may be:

- **DIRECT** "whenever (...) a person is subject to a less favourable treatment than that given or to be given to another in a similar situation";
- **INDIRECTA** "whenever an apparently neutral provision, criterion or practice is likely to place people (...) in a position of disadvantage compared to others".

[Subsections a) and b) of no. 2 Article 32. of Law no. 35/2004, of 29th July, that regulates Law no. 99/2003, of 27th August, which approved the Labour Code]

### **EQUAL**

implementation of a better model for working life by fighting discrimination and exclusion on all grounds with regard to access and permanency on the labour market. It is financed by the European Social Fund (ESF).

[PIC EQUAL national site]

### **EQUAL PAY FOR WORK OF EQUAL VALUE**

For work of equal value, equal pay – according to the amount, nature and quality of work rendered (...). Equal pay implies that salary differences between men and women must be objectively justified, that is, they must be based on objective assignment criteria, common to both men and women. Salary differences between women and men that are not caused

by applying objective assignment criteria violate the equal salary principle and therefore configuring situations of discrimination on the grounds of sex.

[CITE (2003) Mentor Training Manual on Equality between Men and Women. Lisbon: CITE, p.305]

### **EQUAL SALARIES**

"1 - ... Equal Salaries imply, namely, the elimination of any sex discrimination in the set of elements on which they are based.

2 - Notwithstanding the specifications of point 2 of article 28 of the Labour Code, equal salaries imply that for the same work or work of the same value:

a) That payment of any variable salaries, namely payment per task, is based on the same unit of measurement;

b) That salaries calculated according to time spent working are the same.

3 - Leave, absence and expenses related to maternity and paternity protection may not form a basis for differentiations in salaries, as mentioned in point 2 of article 28 of the Labour Code.

[Article 37 of Law no. 35/2004, of 29th July, that regulates Law no. 99/2003, of 27th August, which approved the Labour Code]

### **EQUAL WORK**

"... That in which the function performed for the same employer are the same or objectively similar in nature, quality and quantity"

[Subsection c) of no. 2 of article 32 of Law no. 35/2004, of 29th July, that regulates Law no. 99/2003, of 27th August, which approved the Labour Code]

### **EUROPEAN SOCIAL FUND (ESF)**

Structural fund, created by the Treaty of Rome, whose aim is to promote employment and the geographic and professional mobility of workers in the Community as well as to facilitate adaptation to industrial changes and the development of the production systems, namely, through professional training and reconversion.

[PIC EQUAL national site]

### **EXCELLENCE**

Relevant practices regarding corporate management and the achievement of results based on a set of fundamental concepts that include: focusing on results and the customer, leadership, people's involvement, continuous improvement and innovation, partnerships with mutual benefits and social responsibility.

[Excellence Model, Application Manual, Portuguese Quality System Excellence Award, IPQ, 2005]

### **FLEXIBLE WORK SCHEDULE**

"A flexible work schedule is understood as that in which workers may choose their starting and finishing times of their normal daily work period, within a certain limit."

[Point 2 of Article 79 of Law no. 35/2004, of 29th July, that regulates Law no. 99/2003, of 27th August, which approved the Labour Code]

### **GENDER**

It is the social representation of the biological sex, determined by the idea of tasks, functions and roles assigned to women and to men in society and in public and private life.

[Final Activity Report of the Group of Specialists for an Integrated Approach to Equality (1999) Lisbon: CIDM]

## **GENDER EQUALITY OR EQUALITY BETWEEN WOMEN AND MEN**

This means equal visibility, power and participation of men and women in all spheres of public and private life.

## **GENDER STEREOTYPES**

These are generalised and socially valued representations of what men and women must be (gender outlines) and do (gender roles).

[Cite (2003) Mentor Training Manual on Equality between Women and Men. Lisbon: Cite, p.301]

## **GOOD PRACTICES**

Result from an idea, preferably innovative, that are presented as a solution to a certain problem, in a certain context. They should be participated, adequate, and useful for male and female workers and accessible, transferrable, appropriable and sustainable over time for the company.

## **LABOUR MARKET SEGREGATION ACCORDING TO SEX**

The concentration of women and men in different types and levels of activity and employment, with women being confined to a narrower range of occupations (horizontal segregation) than men, and to the lower grades of work (vertical segregation).

["Equality in 100 Words" Glossary of terms on equality between men and women. European Commission, DG V, 1998]

## **LIFELONG LEARNING**

All and any learning activities undertaken by anyone who envisions to contribute to their own personal development, active citizenship and/or professional integration. Lifelong education and training activities can take place in many different environments, be it in formal education and training systems or out of them. Lifelong education and training imply an increased investment in human resources and knowledge, in the promotion of the acquisition of basic skills – including Information Technology – and the increased possibility of innovative and more flexible training formulas.

[European Commission Memorandum, of 30th October 2000, on lifelong learning [SEC (2000) 1832 final – Not published in the Official Journal]

## **MATERNITY AND PATERNITY**

"1 – Maternity and paternity constitute eminent social values.

2 – Mothers and fathers are entitled to protection from society and the Government in their irreplaceable tasks in relation to their children, namely in regards to their education."

[Article 33 of the Labour Code approved by Law no. 99/2003, of 27th August]

## **NEUTRAL, INCLUSIVE AND NON-DISCRIMINATING LANGUAGE**

A neutral language is understood as the use of terminology and grammatical forms with no different impact on women and men.

## **NEW METHODS FOR ORGANISING WORK**

Methods resulting from a formal agreement between employing entities and workers, which report to flexible forms of organisation of work hours and places.

## **PLAN OF ACTION FOR EQUALITY BETWEEN WOMEN AND MEN**

Global policy document that establishes a transformation strategy of social relationships between men and women establishing short, medium and long-term objectives and goals to be achieved at all times during its application, and that defines the resources that can be mobilised and are responsible for its pursuance.

[Cite (2003) Mentor Training Manual on Equality between Men and Women. Lisbon: Cite, p.313]

## **POSITIVE ACTION MEASURES**

“Specifically defined temporary legal measures that benefit certain less-favoured groups on account of their sex, reduced work capacity, handicap or chronic illness, nationality or ethnic origin, with the objective of guaranteeing the exercise, in equal conditions, of all rights foreseen in this Code and correcting a prevailing factual situation of inequality in society.”

[Article 25 of the Labour Code approved by Law no. 99/2003, of 27th August]

## **SEX**

Translates the set of biological characteristics that distinguish men from women.

[CITE (2003) Mentor Training Manual on Equality between Men and Women. Lisbon: CITE, p. 298]

## **SOCIAL DIALOGUE**

This includes all types of negotiations and consultations – including the mere exchange of information – between government representatives, employers and workers on matters of common interest related to economic and social policies.

[ILO – Social Dialogue Department, Labour Law and Administration]

## **SOCIAL RESPONSIBILITY**

Responsibility of an organisation for the impact of their decisions, activities and products on society and on the environment, through ethical and transparent behaviour that: is consistent with the sustainable development and well-being of society; considers the expectations of interested parties; complies with the applicable legislation and is consistent with the International Standards of Conduct; and is integrated in the whole organisation.

[Adapted from ISOWD3 26000]

## **VALUE SYSTEM**

Set of fundamental values that direct the actions of the organisation and the behaviour of its members, according to their views and mission.

[Portuguese Social Responsibility Standard 4469-1 2007]

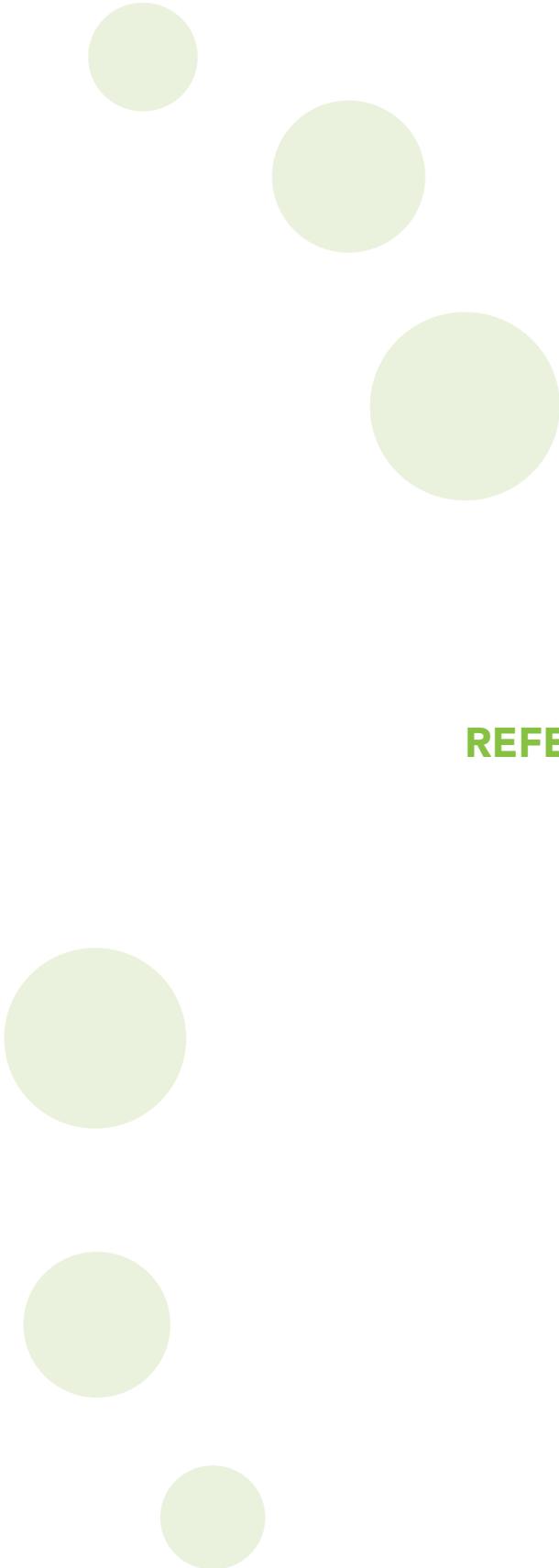
## **WORK OF EQUAL VALUE**

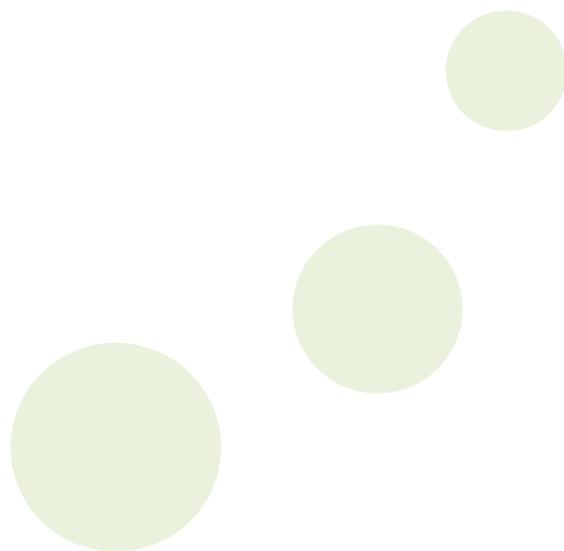
Is considered “work of equal value that which corresponds to a set of functions, performed for the same employer that are considered equivalent, taking into account the qualifications or experience required, the responsibilities assigned, the physical and mental effort and the conditions in which the work is carried out.”

[Subsection d) of point 2 of Article 32 of Law no. 35/2004, of 29th July, that regulates Law no. 99/2003, of 27th August, which approved the Labour Code]

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### ■ EUROPEAN UNION

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### ■ EQUAL COMMUNITY INITIATIVE

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### ■ ILO (INTERNATIONAL LABOUR ORGANISATION)

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## GOOD PRACTICES

- <http://www.halde.fr/repertoire-bonnes-pratiques-initiatives-86/repertoire-87/>

## SUSTAINABLE DEVELOPMENT

### ■ EUROPEAN COMMISSION – SUSTAINABLE DEVELOPMENT, CLIMATE CHANGES AND COMPETITIVENESS

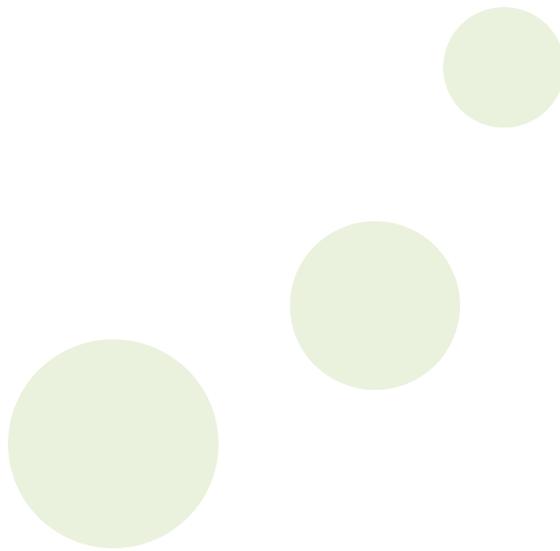
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### ■ BUSINESS COUNCIL FOR SUSTAINABLE DEVELOPMENT

[www.bcsdportugal.org](http://www.bcsdportugal.org)

### ■ GLOBAL REPORTING INITIATIVE

<http://www.globalreporting.org>



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### **INSTITUTO SUPERIOR DE CIÊNCIAS DO TRABALHO E DA EMPRESA (ISCTE)**

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### **INSTITUTO DE APOIO ÀS PEQUENAS E MÉDIAS EMPRESAS E À INOVAÇÃO (IAPMEI)**

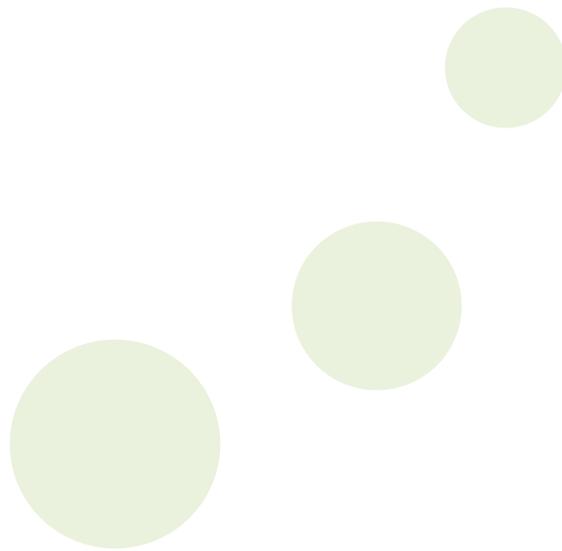
(INSTITUTE FOR SUPPORTING SMES AND INOVATION)

Estrada do Paço do Lumiar, 22 - Edifício A

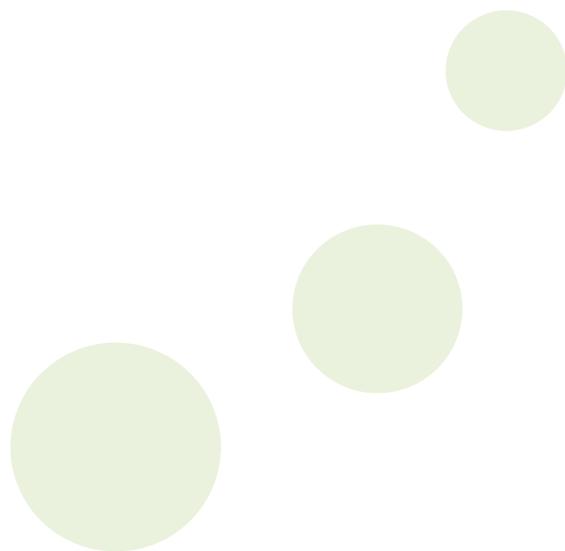
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IN DISSEMINATION  
ACTIVITIES

