



# Gender Equality

How to implement it at company management?



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Diversity provides quality, an indispensable element for the good management of business processes. The promotion of Gender Equality in the business environment strengthens human capital and increases the quality of management processes, in addition to bringing financial results and allowing the creation of a better world, with more peace and solidarity for all, men, women, and families.

This acknowledgement has been guiding strategies of large corporations worldwide in the past years. Companies understood that the challenge of promoting Women´s Empowerment is also theirs, since Gender Equality is already internationally recognized as fundamental for the reduction of poverty and sustainable development.

Governments and institutions throughout the world gave an impulse for the participation of companies in this task. In Brazil, the Secretariat for Women Policies created, in 2005, the “Gender Equality Seal”, awarded to public and private companies. In the same line, in 2010, UN Women and the UN Global Compact launched the “Women´s Empowerment Principles – Equality Means Business” (WEP).

Guided by the premise that women and men must have the same opportunities, without discrimination, Itaipu Binacional decided to create this Booklet, which is based on the “Seven Women´s Empowerment Principles”.

Supported by what has been learned since 2003, when we began the Gender Equality Incentive Program at Itaipu, we hope to stimulate supplying companies, institutions, and other Brazilian organizations to apply Gender Equality in their management.

We believe that the best way to encourage Gender Equality is creating a culture of respect for diversity in a company, be it small, medium, or large. Working together and acting as a group, recognizing the human rights of men and women to full citizenship, we will be strengthening the participation of women in society and building a community that is more fair, equal, and stable.

**Margaret Mussoi L. Groff**  
Executive Financial Director  
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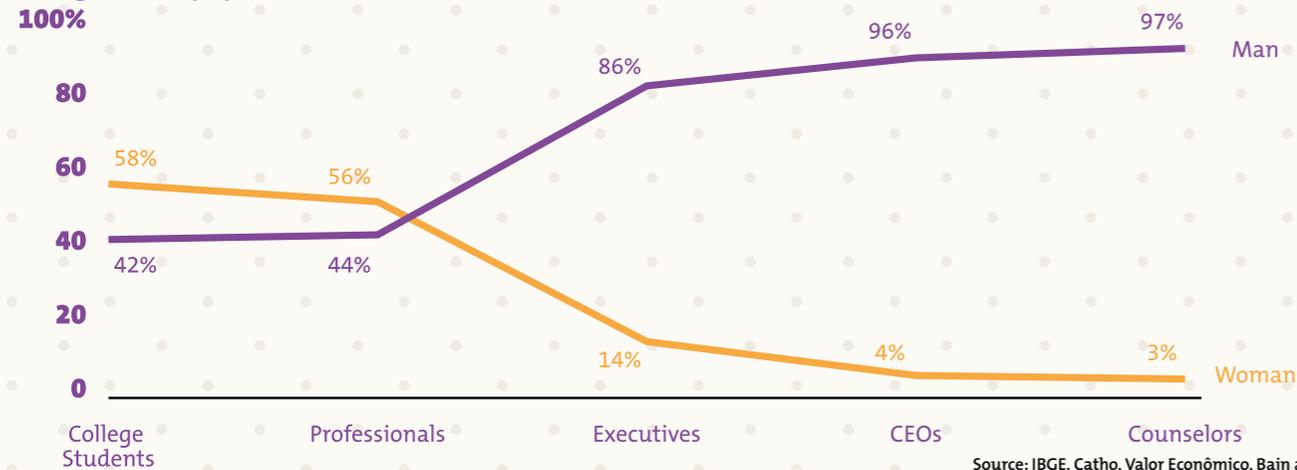
## Introduction

The equality of treatment for women and men is an unbreakable fundamental human right. Stimulating the empowerment of men and women, allowing them to assume the control of their lives, is essential for building strong economies, establishing more stable and fair societies, improving the quality of life of everybody.

In addition to being the right thing to do, the equality of treatment for women and men is also positive for business. Brazil has 100 million women, corresponding to 52% of the country's population. The income of Brazilian women in 2011 was R\$647 billion.

In the past decade, there was a growth in the number of women with formal jobs, and they are the head of four in every ten families. In the new middle class, women became

### Percentage of the population



This Booklet has the purpose of promoting the gender equality culture in micro, small, medium, and large companies. With that purpose, it proposes the adoption of a set of indicators for an easy application self-diagnosis – the Women's Empowerment Principles (WEP) – developed by UN Women and by the UN Global Compact. Agreeing to the principles is a way for a company to make it worry with the theme evident, to show leadership, and to encourage other leaders to do the same.

the great protagonists, reaching education levels higher than those of men in the same class, and being responsible for 42% of the family income.

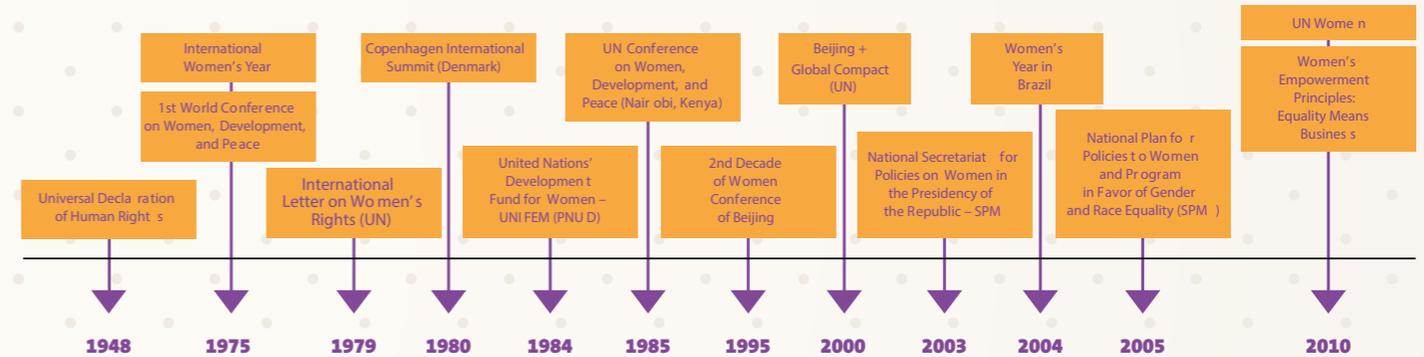
But the progress, such as registered in Brazil and in other countries, do not change the inequalities of the gender, still deeply rooted in society. The companies can have a fundamental role for promoting the necessary cultural change when identifying and giving value to the qualities of women in the corporate environment and in the community they live in.

Despite studies showing that Brazilian women have a higher education level than men, they are still a minority in leadership positions or those demanding higher qualification.

In addition to presenting the seven principles in a synthetic and didactic manner, this material has examples of actions and practices for monitoring initiatives for the equal treatment of men and women inside companies, which result, among other benefits, in the increase of productivity and satisfaction of the employees, in the improvement of the climate of the organization, in the strengthening of the institutional image, in the attraction of investors, consumers, and excellence professionals, which is effectively translated into good financial results.

## History

For the past decades, there has been an increase on the need for organizations to become aware of the meaning of women empowerment, the results and the measures that can be implemented to increase social, economic, and political equality, as well as to increase the access to individual and social human rights.



## Gender Equality and Equity

While biological sex is determined by genetic and anatomic features, gender is an acquired identity and refers to the variety of roles and relationships built by society for both sexes. For that reason, gender can change during a lifetime and has a great variation inside different cultures throughout the world.

Gender equality describes the concept that all human beings, both men and women, are free to develop their personal capacities and make choices without the limitations imposed by stereotypes. Gender equality does not mean that men and women need to be identical, but that their rights, responsibilities, and opportunities are not dependent on the fact that they were born as a female or male.

Therefore, gender equity means that men and women are treated fairly, according to their respective needs. The treatment must consider, value, and encourage in an equivalent manner the rights, benefits, obligations, and opportunities among men and women.

Studies show that business environments that value women increase business innovation. Companies that offer and encourage opportunities for women to occupy leadership roles, according to the Women's Empowerment Principles, also show better financial results.



## Women's Empowerment Principles: Equality means business (WEPs)

In 2010, UN Women and the UN Global Compact launched, together, the Women's Empowerment Principles: Equality means business (WEP), whose goal is to help companies to create and adapt existing policies and practices to make women empowerment a reality.

Based on policies and practices from companies that are leaders of different sectors throughout the world, the principles propose a practical approach for the advancement of women and indicate the path for a future that is simultaneously more prosperous and fair to all.

The group of principles was created based on an international process of consultation. To become a part of the initiative, the

companies must sign the CEO Support Declaration, which is available in English and Portuguese at the website [www.wepprinciples.org](http://www.wepprinciples.org).

While implementing WEPs, the companies will adopt a standard group of parameters and indicators to measure the development and progress of women empowerment. That allows the identification of gaps in existing policies and procedures, to include them in the company's action plan, and even to compare its development with the competition.



## LEADERSHIP

### Principle 1 - Establish high-level corporate leadership for gender equality.

The high line of command of the company, be it made by executives, directors, or managers, should be aware and aligned to defend Gender Equality as an employer, regardless of the size of their business.

Leadership being the art of influencing mentalities and behaviors in a positive manner, making it easier to command actions that involve people and attracting followers, the success of a company's actions depends, at first, of the commitment of its leaders.

#### Examples of actions that comply with the principle

- Creating Gender Equality Policies, Programs, and Actions, including goals and purposes that take into account all Women's Empowerment Principles, aiming to show the commitment of the high Direction.
- Including a Policy or Program with the respective actions in the company's Strategic Planning in order to advance the Gender Equality practice and non-discriminatory inclusion in the company.
- Ensuring a specific budget for the implementation of actions in favor of Gender Equality and regarding diversity in its many manifestations (sex, race/ethnicity, special needs, among others).
- Internally disclosing the Gender Equality Policy and Program in all areas. In the relationship with external public, using the website, recruiting materials, and company reports to involve the interested parties in the theme.
- Acknowledging competencies and giving opportunities to women to ascend to direction, decision, and leadership roles.

#### Benefits for the company

Promotion of the awareness and help in transforming the business culture, especially in the human relations, justice, and competence value aspects, without gender discrimination.



## EQUALITY OF OPPORTUNITIES, INCLUSION, NONDISCRIMINATION

### Principle 2 - Treat all women and men fairly at work — respect and support human rights and nondiscrimination.

Treating all women and men in a fair manner during work, respecting and supporting human rights in order to ensure that the people management policies and practices are free of discrimination and with equal opportunities.

Even with the process observed in the past years, some inequalities are still visible among men and women in the economic and political lives. Women still have lower salaries and find it harder to occupy higher positions.

#### Examples of actions that comply with the principle

- Paying equal remuneration for equal value activities, including benefits, to all women and all men working in the company.
- Creating surveys and segmented statistical analyses (by sex and race, for example), regarding job positions and wages/salaries for employees, aiming to implement actions to minimize inequalities.
- Creating an opportunity equality promotion plan if there are distortions related to gender, job position, and salaries.
- Establishing participation goals for women in management positions, promoting the empowerment process.
- Defining indicators and goals for equal recruiting, in order to allow the equitable representation of men and women among company employees.

- Establishing a completely accessible communication channel for workers and in partnership with the ombudsman (if there is one) to solve situations related to gender equality in a competent and independent forum.

#### Benefits for the company

Increase in motivation and retention rate of personnel due to the fair and equal treatment of employees.



### Principle 3 - Ensure the health, safety and well-being of all women and men workers.

Ensuring the health, safety, and welfare of all employees means to evaluate the impacts offered by the activities performed in the company and offering work conditions that are adequate for safety, prevention of risks of disease, as well as ensuring access to assistance, prevention, protection, and recuperation.

It also includes the eradication of any violence (verbal and physical) and sexual harassment.

#### Examples of actions that comply with the principle

- Evaluating work conditions and potential risks of the activities performed by the employees, men and women, observing physical, mental, and health differences, in order to solve any problems that may be found.



- Evaluating potential risks in the way from home to the company and external Jobs, taking into consideration the differences between men and women, trying to solve any problems that may be found.
- Making personal and collective protection equipment available in sizes and formats that are appropriate for men and women.
- Making adequate restrooms and dress rooms available, separate for men and women.
- Offering all workers, men and women, health plans and insurances, in addition to personal licenses for medical treatment and, in special cases, also for their dependents.
- Implementing a zero tolerance policy for discriminatory practices and violence in the work environment, from verbal and physical abuse to sexual harassment.
- Making an adequate, safe, secure communication means available for reporting and dealing discriminatory practices and violence that took place in the work environment.
- Performing awareness campaigns for pregnancies, family planning, domestic violence against women, responsible fatherhood, and the division of domestic tasks, children care, among others.

#### Benefits for the company

Decrease in the absence rate with the stimuli for health, personal integrity, and welfare of employees.

### Principle 4 - Promote education, training and professional development for women.

Investing in training and courses for women for roles previously occupied by men increases the amount of chances so that they reach higher positions in the enterprise hierarchy. Recognizing the qualification of women guarantees the availability of ranks that value talent, abilities, and experiences, stimulating their ascension in the professional career.

#### Examples of actions that comply with the principle

- Promoting and stimulating the participation of women in training and courses of qualification for activities exerted, in their majority, by men, and vice versa.
- Equally distributing the chances of training and professional development between men and women.
- Offering educative programs and training in schedules that favor the participation of women, considering their familiar obligations.
- Creating statistics of training of the participation of employees in the courses promoted by the company, analyzed by gender, category, and position.
- Guaranteeing the equality in the accomplishment of career and performance analysis, excluding any discrimination.
- Creating and divulging didactic material directed toward the formation, mobilization, and institutionalization of the equality practices.

#### Benefits for the company

Higher use of the potential of employees and their professional qualifications, encouragements, and availability of equal chances for their development.



## ENTERPRISE DEVELOPMENT AND SUPPLIER CHAIN PRACTICES

### Principle 5 - Implement enterprise development, supply chain and marketing practices that empower women.



Stimulating the commercial relations with companies that belong to women and supporting enterprising actions of women provides for them chances of career, financial independence, personal and professional growth.

The dignity of women in the company's communication strategies and marketing must still be respected.

#### Examples of actions that comply with the principle

- Externally divulge the Gender Equality policy for suppliers, clients, and community.
- Considering Gender Equality practices in the selection process and evaluation of suppliers.
- Identifying and monitoring suppliers with potential risk of not respecting the Gender Equality.
- Adopting inclusive and nonsexist language when referring to employees, men and women, in institutional messages, verbal communications and/or marketing.
- Adopting in your policy for marketing actions of Gender Equality, ensuring that products, services, and facilities of the company are not used for human trafficking, as well as labor and sexual exploitation.
- Encouraging suppliers and partners to participate and/or develop Gender Equality programs.
- Encouraging the hiring of women-owned businesses.
- Supporting projects led by women.

#### Benefits for the company

Owning a chain of suppliers and partners that cultivates fair ethical principles, in order to contribute directly and indirectly to the social and economic development.

## COMMUNITY LEADERSHIP AND ENGAGEMENT

### Principle 6 - Promote equality through community initiatives and advocacy.

The dissemination of actions and business practices related to Gender Equality in the community is an important tool to fight inequality in the surroundings of the organization and in society. The greater the involvement of people, either within social, business or professional areas, the greater the commitment to the eradication of inequality.

#### Examples of actions that comply with the principle

- Defining actions in the company's Annual Strategic Planning to advance the commitment to Gender Equality in society and serve as an example to the community.
- Participating in initiatives promoted by the community about Gender Equality.
- Promoting events for family members of employees and to the community about gender equality, encouraging, facilitating, and multiplying practices related to the topic.
- Investing in community programs against violence, for the exploitation of women and to fostering responsible parenthood.
- Encouraging the participation of employees as leaders in community projects.
- Conducting researches with the local community to identify needs for improvement and to see how the company can act implementing demands.
- Training and encouraging the employees to participate in volunteer work for the community with the theme of Gender Equality.

#### Benefits for the company

Promoting the image of the company as an supporter of Gender Equality in the community, mobilizing the participation of people who are part of it. Contributing to the improvement in the quality of life of women in the community in which it operates.



### Principle 7 - Measure and publicly report on progress to achieve gender equality.

While making public the results of actions and practices of Gender Equality the company reinforces the commitment to the theme, shows the progress and points to be improved. It also serves as an incentive for other institutions.

The success of programs, actions and practices can only be declared if their outcomes can be measured.

#### Examples of actions that comply with the principle

- Publishing the policy, its implementation plan and results, thus promoting gender equality for the internal and external community.
- Establishing, monitoring and measuring indicators and targets on a regular basis for the inclusion of women at all levels, including the management reports.
- Defining a system for measuring, through segmented data, the progress of programs and actions, as well as the plan of action for the unreachable goals.

#### Benefits for the company

Promoting transparency in business management, through the disclosure of commitments made by the company, the results achieved and the progress of actions implemented.



## Conclusion

Hopefully reading and debating about the Seven Women's Empowerment Principles presented in this Booklet have shown the importance and the urgency of including respect for differences between women and men. And serve also as inspiration for a growing number of companies to take steps to empower women.

The impacts are positive in the economic field, since Gender Equality promotes workforce development, which contributes to the improvement of results. In the social aspect, improving the income of women is essential for reducing poverty, significantly increases the level of schooling and health conditions of children, and reduces domestic violence situations.

In the environmental field, once the company adopts a Gender Equality policy, it cooperates so that men and women are mobilized to have access to a healthy environment and promote necessary transformations.

Empowering women can be the key to success and is an indispensable condition for building sustainable enterprises.

## Case: Itaipu Binacional

Itaipu Binacional, a company that belongs to two countries – Brazil and Paraguay in equal parts – is the largest generator of hydropower in the world. In the year 2012, it generated 98,287,128 MWh, providing approximately 17% of the energy consumed in Brazil and 72% in Paraguay.

In 2003, sustainability became a formal part of the mission of the company, incorporating the concept of social and

environmental responsibility to the excellence in production of hydroelectric power.

The image below demonstrates the inclusion of Gender Equality in strategic themes of Itaipu's sustainability management.

From there, with the goal of seeking equality of conditions on people management, organizational culture, and the relationship with society, Itaipu Binacional created the Gender Equality Incentive Program.

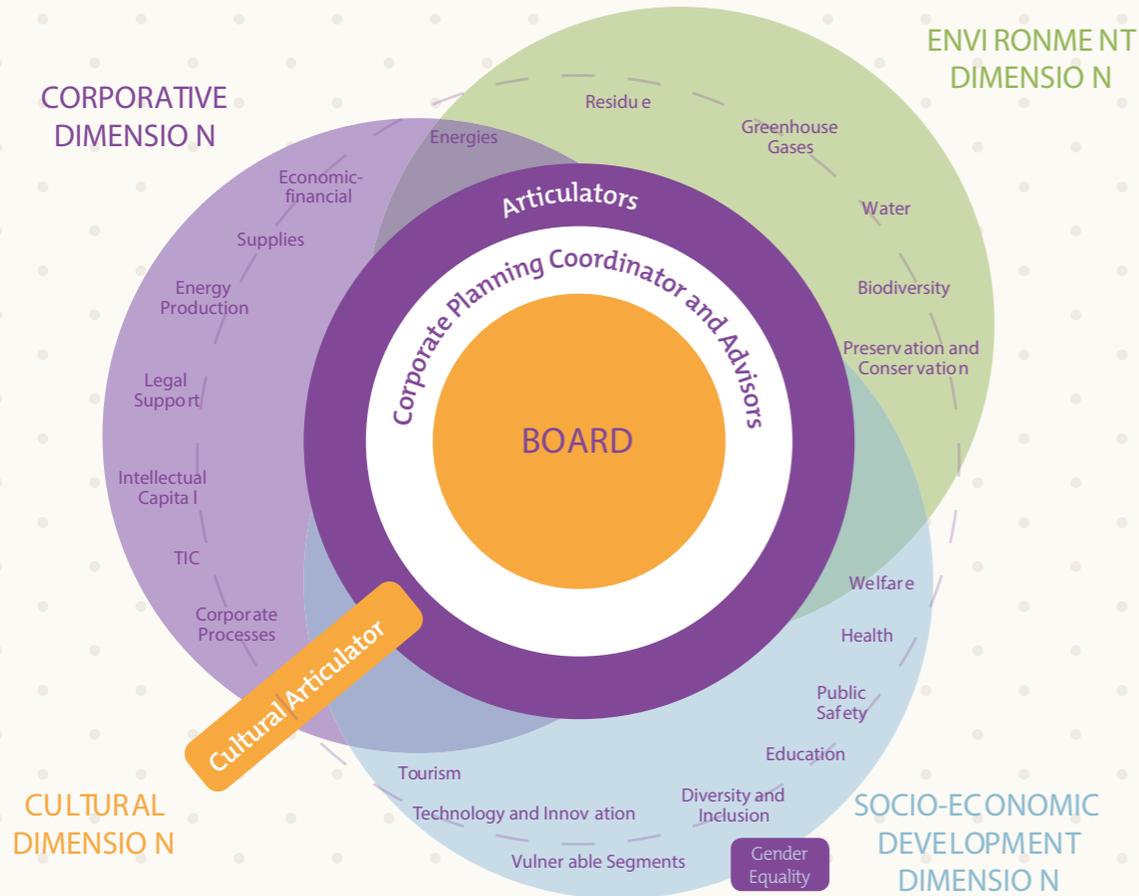
While contributing with the recognition of human rights and of women's citizenship, the Program led to the creation of a pool of female leaders to work with women and men on various topics pertaining to "a new way of being" in the institution and in the everyday life of the people.

Itaipu's Gender Equality Incentive Program is binational (Brazil and Paraguay) and has at its core the prospect of Latin American integration. It is structured based on the platform of the Women's Empowerment Principles (WEPs). And, in Brazil, it is aligned with the II National Plan of Policies for Women in the Federal Government and with the definitions of the Pro-Gender Equality of the Secretariat of Policies for Women.

It is coordinated by a Gender Committee, composed of men and women from all boards, foundations kept by the Entity, and trade unions at Itaipu's base, who opines, proposes, performs actions, supports other areas and checks whether the concepts of the program are being applied in practice.

The Committee also monitors the implementation of the "Gender Equality Policy", based on seven guidelines and with transverse character that covers several actions and operational levels of the entity: (i) recruitment and selection; (ii) training; (iii) benefits; (iv) staffing plan; (v) career and remuneration; (vi) health; (vii) security and the adoption of an inclusive language.

The Gender Equality Policy must be implemented in all spheres, including Board, Council and Foundations kept by Itaipu, and also be considered in the institutional relationships with other agencies.



The program is structured in three areas: corporate, social and community, and institutional relations, based on sustainability indicators signed by Itaipu, the Millennium Goals and in the II National Plan of Policies for Women of the Presidency of the Republic of Brazil.

The sustainability indicators of the Global Compact, Global Reporting Initiative (GRI), GRI Setorial, Ibase, Ethos, Corporate Sustainability Index (ISE), and the Dow Jones Sustainability Index (DJSI) are references of the program, since all they include questions about fairness.

The success of the Program can be proven by the achievements obtained both by women by men. Women, before outnumbered, progressed: there have been changes in the physical structure of the company to improve working conditions, increase in the participation of women in training programs and the expansion of female participation in decision-making spaces.

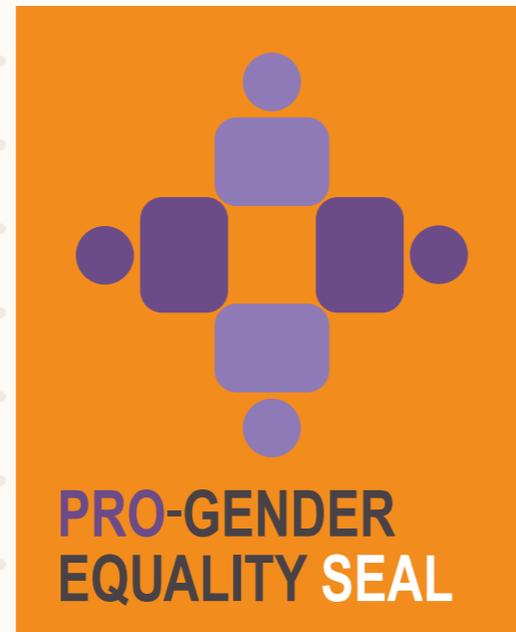
From the total employees of Itaipu, approximately 16% are women. Since 2003, the number of women in managerial positions increased from 10% to 22%.

The Program also encouraged the development of external actions focused on combating violence against women; in combating women trafficking in the tri-border area (Brazil, Paraguay, and Argentina); actions in supporting employment and income; and the organization of women, particularly in the municipalities surrounding the Itaipu power plant's reservoir.

In the institutional relations area, Itaipu Binacional also promotes activities for the development and strengthening of women executives and entrepreneurs of Paraná, in conjunction with other public and private companies headquartered in the State, through the Executive Women Space of Paraná (MEX-Paraná), headquartered in Curitiba and Foz do Iguaçu. It is also part of the International Group of High-Ranking Leaders for the discussion of WEPs - Women's Empowerment Principles, UN Women and UN Global Compact.

Initiatives are evolving as the company assimilates the concept of Gender Equality as a corporate priority: executor of activities, becomes an instrument of articulation, monitoring and support of actions in the process of consolidation of equality in people management and organizational culture of the company. Therefore, it contributes to the full realization of the social and environmental management of Itaipu, through the equitable inclusion of women and men in decision-making processes and social participation.

Itaipu was one of the ten companies honored with the Pro-Gender Equality Seal in its four editions in the years 2007, 2008, 2010, and 2012. The award is granted by the Secretariat of Women Policies, the Federal Government, in partnership with the International Labor Organization (ILO) and with UN Women, in recognition of the adoption of good practice in people management and organizational culture of the entity.



Also in recognition of the Gender Equality Program and the actions that contributed to the formation of female leaders at Itaipu, the Executive Financial Director, Margaret Mussoi I. Groff, received in May 2013, the prize OSLO Business for Peace Award 2013. The award is a result of the joint effort of the United Nations Development Program (UNDP), the International Chamber of Commerce and Business for Peace Foundation, headquartered in Oslo, Norway. The award is the highest form of recognition granted to individual business leaders to promote peace and stability through the creation of shared values between companies and society.



Being one of the first signatories of the Women's Empowerment Principles, Itaipu undertook to publicize and promote these principles, aiming to contribute to the construction of a more just and sustainable society.

As a result of that commitment and the evolution of the program internally, the company has been incorporating new shares to its Gender Equality Program and in its different work fronts. One of them is the inclusion of gender-specific issues in the assessment of their suppliers, according to a specific questionnaire.



*In March 2013, Itaipu was recognized and awarded by UN Women and UN Global Compact as a reference company in equality and the Women's Empowerment, by developing actions that follow the 7 Women's Empowerment Principles (1st Leadership Award for Women Empowerment – category 7 Principles).*



**Principle 1 - Establishing a high-level corporate leadership for gender equality at the highest level.**

**Goal:** Expressing the support of senior management for the corporate culture advance in gender equality by ensuring that all company policies are sensitive to gender issues..

**1 - Does the company have the commitment of the main leadership regarding gender equity?**

- a) It does not have the commitment regarding gender equity.
- b) The commitment regarding gender equity is informal.
- c) The commitment is formalized, but it is only known by the employees.
- d) The commitment is formalized and is known by the employees and other stakeholders.

**Specific Purpose/Benefits:** Expressing the support of the company's management and promoting policies to gender equity. Example of evidence: some practice, leadership action or document showing the requirement of the question.

**2 - Does your company have a code of conduct and/or value statement that is aligned with promotion of gender equality?**

- a) It does not have a code of conduct and/or value statement aligned with promotion of gender equity.
- b) There are informal rules of conduct aligned with the promotion of gender equity.
- c) There is a code of conduct and/or value statement aligned with the promotion of gender equity.
- d) There is a code of conduct and/or value statement aligned with corporate policy to promote gender equity, and this is known by employees and other stakeholders.

**Specific Purpose/Benefits:** Formalizing the company's commitment to promote non-discrimination and gender equity. Example of evidence: documented Code of Conduct or Declaration, which may be published via website etc.

**3 - Does the company adopt criteria for recruiting and indicating women for managerial, board and advice positions, promoting balance in these positions?**

- a) There are no criteria.
- b) There are informal criteria to recruit and indicate women for managerial positions.
- c) There are formal criteria to recruit and indicate women for managerial positions, but they are not applied to all hierarchical levels.
- d) There are formal criteria to recruit and indicate women for managerial, board and advice positions.

**Specific Purpose/Benefits:** Promoting a culture of gender equality, encouraging hiring / promotion of women in all hierarchical levels. Example of evidence: criteria can be documented or proven in practice (previous recruitments).

**4 - The percentage of women in management and advice positions of the company or corporate structure:**

- a) The percentage ranges from 0% or above 50%.
- b) The percentage ranges from 1% to 15%.
- c) The percentage ranges from 16% to 30%.
- d) The percentage ranges from 31% to 50%.

**Specific Purpose/Benefits:** Registering if the company is promoting the inclusion of women in its management, including them in strategic decisions. Example of evidence: list of women who occupy positions in relation to the total, reports of HR.

**5 - Does the company have a representative Director responsible for managing the implementation of gender equity initiatives, set goals, objectives and monitor results?**

- a) It does not have a representative Director responsible for equity.
- b) It has a representative Director responsible for equity.
- c) It has a representative Director responsible for equity to manage the implementation of initiatives.
- d) It has a representative Director responsible for equity to manage the implementation of initiatives with objectives, goals and monitoring of results.

**Specific Purpose/Benefits:** Ensuring the commitment of senior management to implement actions performed. Example of evidence: designation of formal representative or proven in practice on actions performed with formal documentation.

**6 - Does the company have specific budget for gender equity initiatives at the organizational level?**

- a) It has no specific budget for gender equity initiatives.
- b) It has an overall budget to enable actions to promote equity.
- c) It has a budget for specific actions to gender equity.
- d) It has a specific budget for gender equity initiatives aligned to business strategies.

**Specific Purpose/Benefits:** Ensuring resources to consolidate the actions of the gender equity program. Example of evidence: documents proving the ownership of values with actions for gender equity

Principle 2 - Treating all women and men fairly at work – respecting and supporting human rights and non-discrimination.

**Goal:** Ensuring decent wages and equal for men and women, ensuring that policies and practices in the workplace are free from discrimination and providing equal opportunities.

**7 - The percentage of women who are part of the board of employees in the company is equal to:**

- a) The percentage is up to 12%.
- b) The percentage ranges from 13% to 25% or above 50%.
- c) The percentage ranges from 26% to 38%.
- d) The percentage ranges from 39% to 50%.

**Specific Purpose/Benefits:** Highlighting the current situation of default positions of the company men x women. Example of evidence: documented percentage of women who are part of the board of employees of the company, HR reports.

**8 - The percentage of women in management position, in relation to the management staff of the company, is:**

- a) There are no women occupying management positions.
- b) The percentage is up to 15% or above 50%.
- c) The percentage is up to 30%.
- d) The percentage is 50%.

**Specific Purpose/Benefits:** Highlighting the current situation of women occupying management positions. Example of evidence: documented percentage of women who are part of the board of employees in the company, HR reports.

**9 - The company has criteria for the promotion of gender equality that encompass the activities of:**

- a) There are no criteria for any of the cases mentioned above.
- b) There are informal criteria for one or more of the processes mentioned.
- c) There are formal criteria for one or more of the processes mentioned.
- d) There are formal criteria for all the processes mentioned.

**Specific Purpose/Benefits:** Ensuring that the processes of personnel management promote equality in the offered opportunities. Example of evidence: documented criteria or which may be evidenced in practice in previous actions.

**10 - Do the initiatives that promote gender equity expressly prohibit the hiring, firing or promotion of women based on marital status, if they have chronic problems of physical and mental health, if they have children or not, or if they are under their reproductive condition?**

- a) There are no initiatives towards gender equality.
- b) Initiatives that promote gender equality are held informally.
- c) Initiatives that promote gender equality are formalized and cover up to two situations mentioned above.
- d) Initiatives that promote gender equality are formalized and prohibit the hiring, firing, promotion of women based on marital status, if they have chronic problems of physical and mental health, if they have children or not, or if they are under their reproductive condition.

**Specific Purpose/Benefits:** Demonstrating the company's commitment to promote non-discrimination. Example of evidence: documented policy or actions demonstrating compliance with the requirement.

**11 - Does the wage policy/practice adopted by your company explain about equal conditions for men and women with regard to jobs and salaries?**

- a) It has no formalized wage policy/practice.
- b) The wage policy/practice is formalized, but it does not address the issue of gender equity.
- c) The wage policy/practice is formalized explaining equal conditions for men and women with regard to some positions and salaries.
- d) The wage policy/practice is formalized explaining equal conditions for men and women with regard to all positions and salaries.

**Specific Purpose/Benefits:** Demonstrating the company's concern for fair pay and equal pay for men and women. Example of evidence: documented wage policy/practice and/or payroll in order to enable the comparison.

**12 - In your company, the percentage of the difference in average base salary between men and women occupying the same position is:**

- a) The percentage is higher than 20%.
- b) The percentage is from 11% to 20%.
- c) The percentage is from 1% to 10%.
- d) The percentage is 0%.

**Specific Purpose/Benefits:** Showing concern and actions of the company management to eliminate wage differences. Example of evidence: payroll, HR reports.

**13 - Does the company encourage hiring and indication of women in activities considered as “not typical” for females?**

- a) There is no incentive to hire women in activities considered as “not typical”.
- b) The recruitment of women in activities considered as “non-typical” is informal.
- c) It promotes sporadic recruitment campaigns to encourage the employment of women in professions considered as “non-typical” for females.
- d) It promotes regular recruitment campaigns to encourage the employment of women in professions considered as “non-typical” for females.

**Specific Purpose/Benefits:** Promoting gender equality in the opportunities offered by the company, encouraging the inclusion of women in activities that are “typically” masculine. Example of evidence: actions of HR for hiring in general or hiring women who demonstrate compliance with the requirement.

14 - The retention rate of workers who returned to work after the expiration of license maternity/adoption and who were still employed twelve months after their return to work is:

- a) The percentage is lower than 40%.
- b) The percentage is from 40 % to 59%.
- c) The percentage is from 60 % to 79%.
- d) The percentage is from 80% to 100% or there was no occurrence of pregnancy/maternity.

**Specific Purpose/Benefits:** Showing that the company does not discriminate women because of maternity. Example of evidence: actions that demonstrate compliance with the requirement, HR reports etc. .

15 - Are the female employees encouraged to participate in the company's internal committees (for instance: Cipa, productivity committees, factory committees and trade union representatives), as a way to ensure that their demands could be considered?

- a) There are no internal committees.
- b) There is no stimulus for women participate in internal committees of the company.
- c) Encouragement to the participation of women in the company's internal committees is eventual.
- d) Encouragement to the participation of women in the company's internal committees is systematic and aims to ensure that their demands are considered.

**Specific Purpose/Benefits:** Ensuring equal representation and benefits offered by the company. Example of evidence: Constitutional documents of committees, records in reports, minutes of meetings, etc.

## GENDER EQUALITY INDICATORS FOR ENTERPRISE MANAGEMENT

### Principle 3 - Ensuring health, safety and well-being of all (female and male) workers.

**Goal:** Offering safe conditions of work, considering the differentiated impacts on the health of men and women. Combating all forms of violence, including physical, sexual and moral harassment in the work environment.

16 - Initiatives that promote gender equity prohibit situations which may intimidate or embarrass the women in the workplace.

- a) There are no prohibitions on situations that might intimidate or embarrass the women in the workplace.
- b) Prohibitions of situations which may intimidate or embarrass the women in the workplace are punctual.
- c) Prohibitions of situations which may intimidate or embarrass the women in the workplace are formalized in a document made available to all staff.
- d) Prohibitions of situations, which may intimidate or embarrass the women in the workplace, are formalized in a document made available to all staff, with penalties in cases of non-compliance.

**Specific Purpose/Benefits:** Showing concern about the company's management regarding respect and rights for women and combating discrimination against women in the workplace. Example of evidence: documented formal proceeding or information about practices of Human Resources in Occupational Safety, Code of Ethics/Conduct, Collective Labor Agreements etc.

17 - Does the company promotes, when necessary, adjustments to the physical conditions of the workspaces, such as separate bathrooms and use of equipment and/or uniforms tailored to the female gender?

- a) It does not promote adjustments to the physical conditions of the workspaces.
- b) Adjustments to the physical conditions of the workspaces occur in such a way as possible.
- c) Adjustments are promoted to the physical conditions of the workspaces or use of equipment and/or uniform tailored to females.
- d) Adjustments are promoted to the physical conditions of the workspaces and use of equipment and uniforms are properly prepared for the female and/or it is not applied.

**Specific Purpose/Benefits:** Showing concern of company's management regarding respect and rights for women. Example of evidence: Projects, pictures of adapted places, documentation of uniforms request etc.

**18 - Do medical and health programs cover the different needs and concerns of men and women?**

- a) The company does not have physicians.
- b) The company has only one physician to serve male and female employees.
- c) The company offers male and female physicians for male and female employees for their assistance.
- d) The company offers male and female physicians, allowing male and female employees to choose whom they want to be served.

**Specific Purpose/Benefits:** Facilitating access to diagnosis and treatment with the Professional chosen by the female worker.  
Example of evidence: availability of male and female physicians for health care that show compliance with the requirement, report from HR.

**19 - Do medical and health programs cover the different needs and concerns of men and women?**

- a) Medical and health programs do not contemplate the different needs and concerns of men and women.
- b) The medical and health programs do not cover the different needs and concerns of men and women in a punctual way.
- c) Medical and health programs are organized and contemplate the different needs and concerns of men and women.
- d) Medical and health programs are organized and contemplate the different needs and concerns of men and women, and evaluation of their efficiency ensured by indicators.

**Specific Purpose/Benefits:** Ensuring that men and women receive medical treatment according to their different needs and concerns.  
Example of evidence: PCMSO and/or a list of periodic medical examinations to prove the requirement compliance, Occupational Health and Safety Report.

**20 - The company conducts dialogues and awareness along with its board of employees through the following topics: (1) pregnancy and contraception; (2) combating domestic violence against women and children; (3) encouragement to the responsible parenthood; (4) encouragement to employees to share equally with the companion domestic tasks; (5) combating violence in the workplace (physical, verbal or sexual assault); (6) health and well-being.**

- a) The company does not carry out dialogues and awareness with its board of employees on themes mentioned above.
- b) Dialogues and awareness with its board of employees on the themes mentioned above are occasional.
- c) Dialogues and awareness are regular and cover up to two of the themes mentioned above.
- d) Dialogues and awareness are regular and cover up three or more themes mentioned above.

**Specific Purpose/Benefits:** Awareness for all male and female employees about topics on gender equality and respect for women. Example of evidence: documented actions demonstrating compliance with the requirement, records, reports, pictures of meetings, events, lectures, videos, attendance lists etc.

**21 - Does the company provide protection against exposure to toxic or hazardous chemicals in the workplace, especially when such substances may cause adverse or suspect effects about women's health, including their reproductive health?**

- a) There is no protection against exposure to toxic or hazardous chemicals in the workplace.
- b) The company provides protection against exposure to toxic or hazardous chemicals in the workplace.
- c) The company provides protection against exposure to toxic or hazardous chemicals in the workplace through Personal Protection Equipment (PPE).
- d) The company provides protection against exposure to toxic or hazardous chemicals in the workplace through PPEs and monitoring of occupational medicine area, or it is not applied.

**Specific Purpose/Benefits:** Providing safe working conditions for female employees, including the protection of reproductive health.  
Example of evidence: documents and records of the Occupational Health and Safety area, reports etc.

Principle 4 - Promoting education, training and professional development of women.

**Goal:** Investing in policies and programs that offer the advancement of women at all levels and business areas. Stimulating women to build careers in areas conventionally occupied by men.

**22 - Does the company encourage the participation of women and men in training throughout their career?**

- a) There is no encouragement to participation of women and men in training throughout their career.
- b) The encouragement of participation of women and men in training throughout their career eventually occurs.
- c) Encouragement to the participation of women and men in training throughout their career occurs regularly.
- d) Encouragement to the participation of women and men in training throughout their career occurs regularly, with a training plan that considers the business strategies.

**Specific Purpose/Benefits:** Ensuring equal access to learning, education and training programs. Example of evidence: records of attendance lists, invitations, emails, pictures of trainings, reports etc.

**23 - Does the company consider the principles of equality and non-discrimination between women and men with regard to career advancement and access to managerial positions?**

- a) It does not consider the principles of equality and non-discrimination between women and men with regard to career advancement and access to managerial positions.
- b) It considers eventually the principles of equality and non-discrimination between women and men with regard to career advancement and access to managerial positions.
- c) The principles of equality and non-discrimination between women and men with regard to career advancement and access to managerial positions are systematic.
- d) The principles of equality and non-discrimination between women and men with regard to career advancement and access to managerial positions are systematic and monitored by performance indicators.

**Specific Purpose/Benefits:** Fostering equal opportunities for professional development. Example of evidence: plans for positions and salaries, functional history records, charts, information on the website etc.

**24 - Does the company keep professional development programs, such as coaching and/or specific mentoring to women, in order to stimulate the formation of female leaders in the company?**

- a) There is no professional development program to stimulate the training of female leaders in the company.
- b) Punctual trainings are conducted to stimulate the training of female leaders in the company.
- c) There is a development program to stimulate the training of female leaders in the company.
- d) The development program to stimulate the training of female leaders in the company keeps actions such as coaching and/or specific mentoring to women.

**Specific Purpose/Benefits:** Providing opportunities for women to occupy management positions. Example of evidence: documentation of programs, hiring professionals, records of practices, etc.

**25 - Does the staff receive formal performance analysis and monitoring?**

- a) There is no performance evaluation.
- b) The performance evaluation is conducted informally.
- c) Performance evaluation is formalized with transparent criteria, objectives common to men and women and applied to some employees.
- d) Performance evaluation is formalized with transparent criteria, objectives common to men and women and applied to all staff.

**Specific Purpose/Benefits:** Investing in stocks that pave the way for the advancement of women at all levels and areas of business. Example of evidence: HR reports showing compliance with the requirement.

Principle 5 - Implementing business development and supplying chain practices and marketing that empower women.

**Goal:** Expanding business relations with companies belonging to women, ensuring that the business communication, products and services respect human dignity and requesting that partner companies comply with the commitment taken by the company with respect to gender equity.

**26 - Does the company have follow-up process which suppliers have initiatives and/or commitments to promote gender equity?**

- ( ) a) There is no follow-up on which suppliers have initiatives and/or commitments to promote gender equity.
- ( ) b) There is an informal follow-up about which suppliers have initiatives and/or commitments to promote gender equity.
- ( ) c) There is a formalized control over which suppliers have initiatives and/or commitments to promote gender equity.
- ( ) d) There is a formalized control and the company encourages its suppliers and/or its business chains implement initiatives and/or commitments to promote gender equity, being accompanied by performance indicators.

**Specific Purpose/Benefits:** Meeting in the supply chain of the company, how many have policies and programs on gender equality. Example of evidence: records in reports, photos of events, actions and initiatives, information on site, etc.

**27 - In the selection and contracting of suppliers is there specific clause prohibiting gender discrimination in the workplace?**

- ( ) a) There is no specific clause prohibiting gender discrimination in the workplace in the contracts signed with suppliers.
- ( ) b) For some contracts signed by the company with suppliers there is specific clause prohibiting gender discrimination in the workplace.
- ( ) c) For all contracts signed by the company with suppliers there is specific clause prohibiting gender discrimination in the workplace.
- ( ) d) For all contracts signed by the company with suppliers there is specific clause prohibiting gender discrimination in the workplace, with penalties in cases of non-compliance.

**Specific Purpose/Benefits:** Requiring from business partners that comply with the company's commitment to gender equality. Example of evidence: documents such as proposals, contracts, which show compliance with the requirements.

**28 - Does the company promote and stimulate negotiations and companies managed by women, including microentrepreneurs?**

- ( ) a) The company does not promote or stimulates negotiations and ventures run by women, including microentrepreneurs.
- ( ) b) The company eventually promotes and stimulates negotiations and ventures directed by women, including microentrepreneurs.
- ( ) c) The company promotes and encourages regular negotiations and ventures run by women, including microentrepreneurs.
- ( ) d) The company has strategies to promote and stimulate systematically in its business, negotiations and enterprises directed by women, including microentrepreneurs or the company is subject to a legal regime that prevents this type of management.

**Specific Purpose/Benefits:** Encouraging and expanding partnerships with companies managed by women is a way of encouraging women's empowerment. Example of evidence: initiatives such as campaigns, email marketing, attendance lists, presentations at meetings, etc., i.e., actions in which the company encourages negotiations and female entrepreneurship.

**29 - Does the company use non-discriminatory and abusive language and images according to gender or that incites violence against women in internal communications, in advertising and promotion of its activities, products and services?**

- ( ) a) The company has no control over the use of non-discriminatory and non-abusive language and images according to gender or that incites violence against women in internal communications, in advertising and promotion of its activities, products and services.
- ( ) b) The company has any control over the use of non-discriminatory and non-abusive language and images according to gender or that incites violence against women in internal communications, in advertising and promotion of its activities, products and services.
- ( ) c) The company has regular control over the use of non-discriminatory and non-abusive language and images according to gender or that incites violence against women in internal communications, in advertising and promotion of its activities, products and services.
- ( ) d) The company has regular control based on its communication plan on the use of non-discriminatory and non-abusive language and images according to gender or that incites violence against women in internal communications, in advertising and promotion of its activities, products and services.

**Specific Purpose/Benefits:** Respecting the dignity of women in all marketing and other materials of companies. Example of evidence: actions demonstrating compliance with the requirement. Example of evidence: initiatives such as communication plans, campaigns, emails mkt, folders, advertisements, presentations at meetings, etc., i.e., actions in which the company uses appropriate communication languages.

**30 - Does the company include outsourced workers in their commitments and initiatives for the promotion of gender equity?**

- a) The company does not include outsourced workers in their commitments and initiatives for the promotion of gender equity.
- b) The company eventually includes outsourced workers in their commitments and initiatives for the promotion of gender equity.
- c) The company regularly includes outsourced workers in their commitments and initiatives for the promotion of gender equity.
- d) The company regularly includes outsourced workers in their commitments and initiatives for the promotion of gender equity, with actions specified in strategic planning.

**Specific Purpose/Benefits:** Extending the values and practices of gender equity to all employees without discrimination. Example of evidence: actions such as events, attendance lists, programs related to equity topic, videos, lectures, photographic records, documents relating to strategic planning, Sustainability Report, Code of Conduct, etc.

**31 - Does the company offer communication channel for employees and other stakeholders to make complaints of discrimination based on gender, sexual and moral harassment?**

- a) There is no communication channel for complaints of discrimination based on gender, sexual and moral harassment.
- b) The communication channel for complaints of discrimination based on gender, sexual and moral harassment is informal and not classified.
- c) The communication channel for complaints of discrimination based on gender, sexual and moral harassment is formal and confidential.
- d) The communication channel for complaints of discrimination based on gender, sexual and moral harassment is formal, confidential, and the involved ones are contacted back.

**Specific Purpose/Benefits:** Encourage reporting of discriminatory acts. Example of evidence: formal communication channel with actions that prove the requirement, such as formal creation document and reports of the Ombudsman, etc.

**GENDER EQUALITY INDICATORS FOR ENTERPRISE MANAGEMENT**

**Principle 6 - Promote equality through community initiatives and advocacy.**

**Goal:** Promoting and recognizing the leadership of women in communities and using the corporate influence, in partnership with community leaders, to act in defense of gender equality and the empowerment of women.

**32 - The company promotes or supports awareness-raising campaigns in the community about: (1) pregnancy and contraception; (2) combating domestic violence against women and children; (3) encouraging the responsible parenthood; (4) encouraging the equal division of housework between husband and wife; (5) combating violence in the workplace (physical, verbal or sexual aggression).**

- a) The company does not carry out dialogues and awareness in the community with topics mentioned above.
- b) The dialogue and awareness in the community with topics mentioned above are occasional.
- c) The dialogues and awareness are regular and cover up to two of the themes mentioned above.
- d) The dialogues and awareness are regular and cover three or more themes mentioned above.

**Specific Purpose/Benefits:** Disseminar informações e propagar conhecimentos visando a redução da violência doméstica e igualdade de gênero. Example of evidence: materiais de campanhas, folders, anúncios, convites de eventos, registros fotográficos, atas, relatórios, etc. todos relacionados ao combate à violência contra a mulher e temas correlatos.

**33 - Does the company invest in financial, human resources and/or materials in community programs that have as objective the recovery of women?**

- a) The company does not perform any type of investment in community initiatives with the objective of valuing women.
- b) The company invests financial or human resources or any materials on the Community initiatives with the objective of valuing women.
- c) The company regularly invests funds or humans or materials on initiatives in the community with the objective of valuing women.
- d) The company regularly invests financial, human resources and/or materials on initiatives in the community with the objective of valuing women, from actions provided for in the strategic planning.

**Specific Purpose/Benefits:** Efforts towards actions that promote women's empowerment and gender equality are implemented. Example of evidence: quantitative data, strategic planning documents, photos, attendance lists, social programs and / or actions in the local organization and other related evidences.

**34 - Does the company assist the community with actions that promote the empowerment of women in local organization and/or the formation of community networks?**

- a) The company does not have actions in the community to promote the empowerment of women in local organization and/or the formation of community networks.
- b) The company has eventual actions in the community to promote the empowerment of women in local organization and/or the formation of community networks.
- c) The company has regular actions in the community to promote the empowerment of women in local organization and/or the formation of community networks.
- d) The company has regular actions in the community to promote the empowerment of women in local organization and/or the formation of community networks, provided for in the strategic planning.

**Specific Purpose/Benefits:** Encouraging professional qualification and empowerment of women and girls in the community. Example of evidence: actions that demonstrate compliance with the requirement, such as records of events, meetings, data collection instruments, reports, publications, videos, etc.

**35 - The percentage of female employees in relation to male employees who participate in volunteer programs in the local community is:**

- a) There are no female employees who participate in volunteer programs in the local community or the percentage is higher than 50%.
- b) The percentage of female employees who participate in volunteer programs in the local community is up to 15%.
- c) The percentage of female employees who participate in volunteer programs in the local community is up to 30%.
- d) The percentage of female employees who participate in volunteer programs in the local community is 50%.

**Specific Purpose/Benefits:** Identifying how many female employees are engaged in work in the local community. Example of evidence: numbers of actions that validate the requirement, along with photos, lists of attendance, videos, reports, etc.

**GENDER EQUALITY INDICATORS FOR ENTERPRISE MANAGEMENT**

**Principle 7 - Measuring and publishing reports on progress towards achieving gender equality.**

**Goal:** Making public the policies, implementation plans and business goals to promote gender equity through corporate reports.

**36 - Does the company have a monitoring system of legal and/or administrative actions resulting from practices of discrimination in relation to gender, sexual and moral harassment, in their operations?**

- a) Legal actions and/or administrative provisions are not monitored.
- b) Legal and/or administrative actions are monitored informally.
- c) The company has a monitoring system of legal and/or administrative actions resulting from practices of discrimination in relation to gender, sexual and moral harassment.
- d) The company has a monitoring system of legal and/or administrative actions resulting from practices of discrimination in relation to gender, sexual and moral harassment, in its operations, classified by types of actions.

**Specific Purpose/Benefits:** Ensuring that the company has tools that enable the monitoring and resolution of discrimination cases. Example of evidence: documentation or actions that validate the requirement, such as system or ombudsman reports.

**37 - Does the company include issues related to gender equity when conducts business impact assessment?**

- a) The company does not carry out assessment of business impacts.
- b) The business impact assessment is carried out informally.
- c) The company carries out the assessment of business impacts, but it does not include issues related to gender equity.
- d) The company carries out assessment of business impacts including issues related to gender equity.

**Specific Purpose/Benefits:** Identifying factors that have different impacts on women and men. Example of evidence: documentation of impact assessment of the business, such as reports, researched publications, information system, etc. which show compliance with the requirement.

**38 - Does the company disseminate in all its channels of communication efforts and business practices for the inclusion and advancement of gender equity?**

- a) The company does not perform any type of dissemination regarding gender equity.
- b) The company disseminates in some of its channels of communication efforts and business practices for the inclusion and advancement of gender equity.
- c) The company discloses in all its channels of communication efforts and business practices for the inclusion and advancement of gender equity.
- d) The company discloses in all its channels of communication efforts and business practices for the inclusion and advancement of gender equity and draws up an annual report covering the planning and/or gender equality actions and their results, using goals, progress and challenges.

**Specific Purpose/Benefits:** Highlighting the achievements and progress of the actions implemented by the internal and external public. Example of evidence: actions demonstrating compliance with the requirement, for example, the Annual Report, news published on site, etc.

**39 - Are gender equality objectives considered in the performance indicators of the company, serving as a basis for effective monitoring of its results?**

- a) The performance indicators of the company do not consider gender equality objectives.
- b) Some gender equality objectives are considered in the performance indicators.
- c) All gender equality objectives are considered in the performance indicators.
- d) All gender equality objectives are considered in the performance indicators which are monitored and evaluated regularly.

**Specific Purpose/Benefits:** Highlighting the achievements and progress of the actions implemented by the internal and external public. Example of evidence: actions demonstrating compliance with the requirement, for example, the Annual Report, news published on site, etc.

**40 - Are action plans prepared, with gender equity goals?**

- a) Action plans to achieve the goals of gender equity are not elaborated.
- b) Action plans for some gender equity goals are elaborated.
- c) Action plans for all gender equity goals are elaborated.
- d) Action plans for all gender equity goals are elaborated, which are monitored regularly.

**Specific Purpose/Benefits:** Promoting continuous improvement and strengthening the commitment to gender equity, defining responsibilities, deadlines and resources so that objectives are met. Example of evidence: documents such as action plans, worksheets with defined goals and actions with the management of the results, which demonstrate the requirement.



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GENDER EQUALITY

