

EVALUATION OF GENDER EQUALITY GOOD PRACTICES IN WOMEN-LED SMEs

Summary

The incorporation of gender perspective in organizations represents different challenges and scenarios in the Latin American context. These challenges become greater when referring to small and medium-sized companies with limited financial resources.

Different institutions have promoted the need to include programs that transversally foster gender perspective in the work environment. The advances achieved in the different gender diversity initiatives and programs in organizations are aware of the barriers that still persist in addressing gender inequalities, among which are cultural patterns, economic inequality, the sexual division of labor and concentration of power, which as a whole, increase job insecurity. For this reason, it is pertinent to evaluate the progress, achievements and barriers in the inclusion of women in the labor market, associated with job advancement, remuneration, workload, work-family balance and violence situations based on gender.

Considering the above, the goals set out in this work are the following:

- 1) Adapt and implement a methodological tool to evaluate good gender equality practices in SMEs (Small and Medium Enterprises), so that its implementation will allow them to identify the necessary changes and adjustments to be made in order to assume gender equality as one of the business principles that will benefit productivity and competitiveness.
- 2) Carry out a pilot test of the methodology in 4 SMEs run by women in Argentina, Colombia, Ecuador and Mexico, in order to identify the existing internal gender gaps and develop an action plan for their reduction and subsequent evaluation.

This document describes the results of the analysis and evaluation of gender equality in the four mentioned SMEs and the validation and adjustment to the questions proposed in the suggested guide.

Introduction

The 2030 Agenda settled in 2015 established 17 Sustainable Development Goals (SDG) and selected a goal for gender equality: SDG 5 that seeks to “Achieve gender equality and empower all women and girls”. Similarly, SDG 8: “Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all”, promotes decent work for women. ECLAC and ILO reports ratify that “increasing women's access to paid activities and reducing the existent gaps in the labor market is crucial to stimulate growth, achieve equality and reduce poverty in the region, while at the same

time it is essential to advance towards the achievement of other SDGs such as ending poverty (SDG 1), ending hunger (SDG 2), ensure healthy lives and promote well-being (SDG 3), ensure inclusive and equitable quality education (SDG 4), promote decent work (SDG 8) and reduce inequality (SDG 10).”

In the last 30 years, significant progress has been made in relation to the insertion of women in the labor market. The average participation rate in Latin America for women 15 years of age and older increased 11 percentage points, a high rate compared to other regions of the world (ECLAC and ILO, 2019). However, a dissociation persists between what is stated in legal and political terms and what is evidenced in practice (Gómez-Urrutia and Jiménez-Figueroa, 2019; Monteiro et al., 2019).

As part of these improvements, different initiatives have emerged to facilitate the incorporation of gender equality practices in the organizational sphere that are voluntary and can be framed in the participation in deals, agreements or work agendas; formal endorsement to them; the implementation of plans and/or management systems for gender equality and the certification of those gender equality systems that differ in the level of involvement of the organization.

In many cases, these systems can be ignored due to a lack of knowledge regarding gender equality, which can lead to resist and reject the transformation of the organizational culture and the policies that promote equality between men and women, from within the organization. (Díaz and Echevarría, 2016; Mimbrero et al., 2017a; 2017b; 2017c).

I. Theoretical framework

There are global initiatives and tools at regional and organizational levels to make the transition from formal to substantive equality and achieve real and effective equality for women at work. In particular, the Gender Equality Management Systems (SGIG), and the "Gender Equality Certification", an innovative tool to promote economic and labor rights, and equality of opportunity and treatment for men and women.

In Latin America, Costa Rica was the first country to implement a certification system in 2002, Mexico in 2003 and Brazil in 2005. In January 2013, 11 countries in the region signed a cooperation agreement with the United Nations Development Program – UNDP (2012-2015) that consolidates the Gender Equality Seals Community. (Guerra, 2020).

The certifications seek to stimulate change in situations of inequality that adversely affect women in organizations, through a process of learning and reflection on gender equality in the workplace and its implementation. They are considered a tool to help employers and/or contractors from the public or private sector to develop programs in their organizations in order to enable them as spaces of equity, equality and without gender gaps.

Gender inequalities in organizations can be evidenced in various ways: vertical segregation, which refers to the reduced presence of women in positions of responsibility; horizontal segregation, related to the existence of positions occupied mainly by the same sex in different roles; wage gaps; overall working hours; and others (Acker and Van Houten, 1974; Acker, 1990; González and Camacaro, 2014; Monteiro et al., 2019; Viteri et al., 2019).

The gender equality certifications have established guides including basic elements that make it possible to close gaps in order to achieve gender equality at work. Thus, companies and organizations, as a social sector, can contribute to the SDGs set out in the 2030 Agenda, specifically SDG 5: "achieve gender equality and empower all women and girls", among others, through decent work, full employment and equal remuneration.

In general, the identified goals in this type of certifications are:

- a. Generate awareness on gender equality and provide training to all the people involved in its processes, incorporating such perspectives in the organizational culture.
- b. Evaluate company management regarding the visualization of gender gaps.
- c. Promote the development of actions to correct gender gaps.
- d. Promote values that allow decent work¹.
- e. Stimulate good gender equality practices within the framework of social responsibility.
- f. Establish monitoring tools for the implemented actions, to make them last over time and generate a new organizational culture.
- g. Visualize gender equality as a possible and real goal.

Based on the analysis of several initiatives that include equality seals and a bibliography review and several evaluation proposals, an evaluation tool was adopted that seeks to promote within SMEs the visualization of the practices and gender gaps that generate inequalities.

The results achieved can be used as a basis for raising awareness among women in managerial positions and their teams for the incorporation of gender perspective in their organizations, through future actions at different levels and areas of the organization.

¹ **Decent work** is a concept developed by the International Labor Organization (ILO) to establish the characteristics that an employment relationship must meet in accordance with international standards to assure that work is carried out in conditions of freedom, equality, security and human dignity. (OIT, 2011).

II. Methodology

Based on literature review and on surveys of good gender equality practices, a tool was developed to collect information about these practices in SMEs and evaluate their performance on the subject. The document includes seven areas of good gender equality practices to be used in any organization and they are:

- 1) Search, selection and hiring.
- 2) Training, technical and professional coaching.
- 3) Promotions and job advancements.
- 4) Conciliation of work, family and personal life.
- 5) Good health and life quality.
- 6) Non-sexist communication.
- 7) Well-being, positive environment and good treatment.

The tool structure can be seen in Annex 1.

For the collection of information, an in-depth interview was carried out with the directors of the SMEs selected in the 4 countries. The interview was based on a guide that includes structured questions to evaluate gender equality practices quantitatively and qualitatively.

The stratification criteria of SMEs in Argentina, Colombia, Ecuador and Mexico were reviewed and compared, finding certain differences and similarities between these companies. For the purposes of this survey, the number of employees was established as a company selection parameter, considering as a small company one with 10 to 49 employees and as a medium-sized company one with 50 to 99 employees.

Four SMEs from the following cities/countries were interviewed: Buenos Aires, Argentina; Envigado, Colombia; Quito, Ecuador and Guadalajara, Mexico. For this pilot test, the selection process of participating companies was random.

The objective was to validate the effectiveness of the tool in identifying the company's performance regarding the gender approach of its human resources management, as well as the consistency and relevance of the questions and answers obtained. The participants were women holding positions as directors and/or managers of the SMEs and the interviews were conducted online and/or in-person according to the companies' availabilities.

III. Study Development

Equality of opportunity and treatment for men and women in all social spheres is a fundamental principle in the UN 2030 agenda. In particular, gender discrimination at work violates the principles and rights of human beings and social justice. As a consequence, the companies are weakened, as well as labor markets and the economic growth of

countries. Gender equality at work implies the freedom to work by choice, in conditions of dignity, security and equity, this is a fundamental right for the development of people, and in particular of women.

However, there are conditions that directly influence equal treatment for men and women at work. According to the ILO (2018), women prefer to have a paid employment than to perform vulnerable work, such as caring for people or domestic activities. But this preference is determined by economic restrictions and the pressure to adapt to masculinized job roles, as well as by external factors such as marital status, access to means of transportation, family approval to work, balance of work and family life, the possibility of paying for the care of children, the level of studies, among others.

The applied tool consists of 7 dimensions; each one of them was assigned a weight according to the relevance in the dimensions analyzed in the study with the aim of identifying the development of each dimension in the company, as shown in Table 1.

Table 1: Topics of the Guide for Good Practices in Gender Equality and Weighting

Dimension	Weighting
1. Search, selection and hiring	20%
2. Training, technical and professional coaching	15%
3. Promotions and job advancements	20%
4. Conciliation of work, family and personal life	20%
5. Good health and life quality	10%
6. Non-sexist communication	10%
7. Well-being, positive environment and good treatment	5%

Source: Compiled by author

Each dimension was evaluated through different questions; the answers to each of them include three possibilities:

1. There is no action, the corresponding grading is 0.
2. No structured procedure, but in the process of implementing one and/or it is applied sporadically, the assigned grade is 1.
3. There is an implemented procedure and an established good practice regularly applied, the grade obtained is 2.

The main findings of the collected information are detailed below, highlighting aspects such as: organizational culture and its impact on gender equality policies and practices, the business sector's commitment to gender equality, and the strategies developed for the articulation and conciliation of family and work responsibilities. Consequently, this document describes the main strengths and opportunities identified in order to improve gender equality in the SMEs analyzed. (See table 2 Company data).

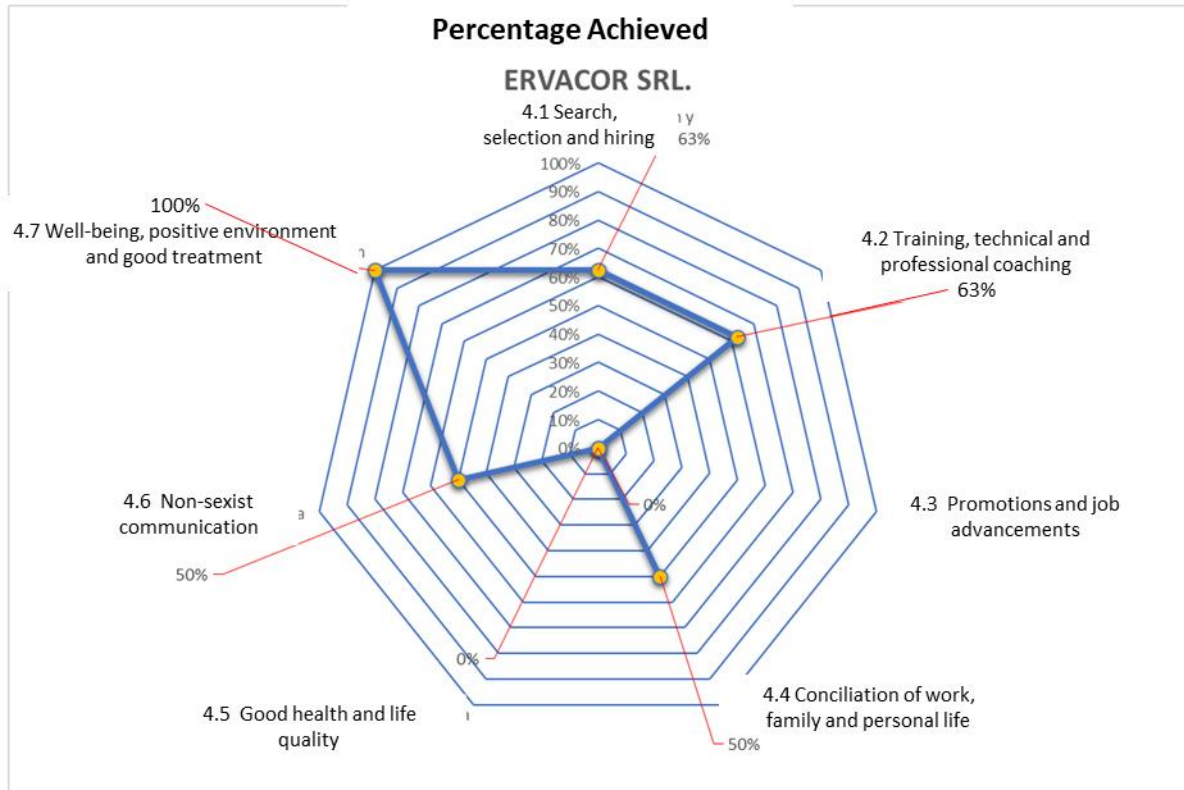
Table 2. Company data

Company Name	Country	Number of Employees	Sector
ERVACOR SRL.	Argentina	13 (3 women and 10 men)	Manufacturing industry
GUARDIMAMA	Colombia	11 (9 women and 2 men)	Education services
VALFALCONI CIA. LTDA.	Ecuador	21 (9 women and 13 men)	Manufacture of liquors
VANGUARDIA Y ESTILO DE VIDA, S.A de C.V.	México	25 (18 women and 7 men)	Interior design and import of furniture

Source: Compiled by author

ERVACOR, S.R.L. - Buenos Aires, Argentina.

Family-owned business, founded 32 years ago, dedicated to the high vacuum metallizing industry. It has a factory and offices. The management is in charge of 2 people: a woman (Administration and finance) and a man (production and sales).



Strengths

1. In the human resource selection, the job description does not specify gender but they tend to choose men to work in the plant and production and women for administration, packaging and logistics (this is the result of how they always did it, however during the interview they admitted that this could be modified).
2. The company complies 100% with all legal leaves, including maternity and paternity leave, and extra leaves are granted without any problem when requested (for example, more days due to the death of a mother). In addition, they are flexible in authorizing time-off for employees to run their personal errands. integral
3. Although the company has not acknowledged an internal non-discrimination hiring policy, the whole process seeks respect and equality between men and women and for this they hire an external consultant who is present in all interviews.
4. There is a positive work environment reflected in the fact that most of the employees have more than 20 years of seniority; there is in general a lot of permanence and trust. They never had complaints or cases of violence or harassment. The latest additions were 2 women, one in administration and one in packaging and logistics (plant) and 1 man as a painter. The addition of a woman in the plant produced good results in the dynamics of the production group.

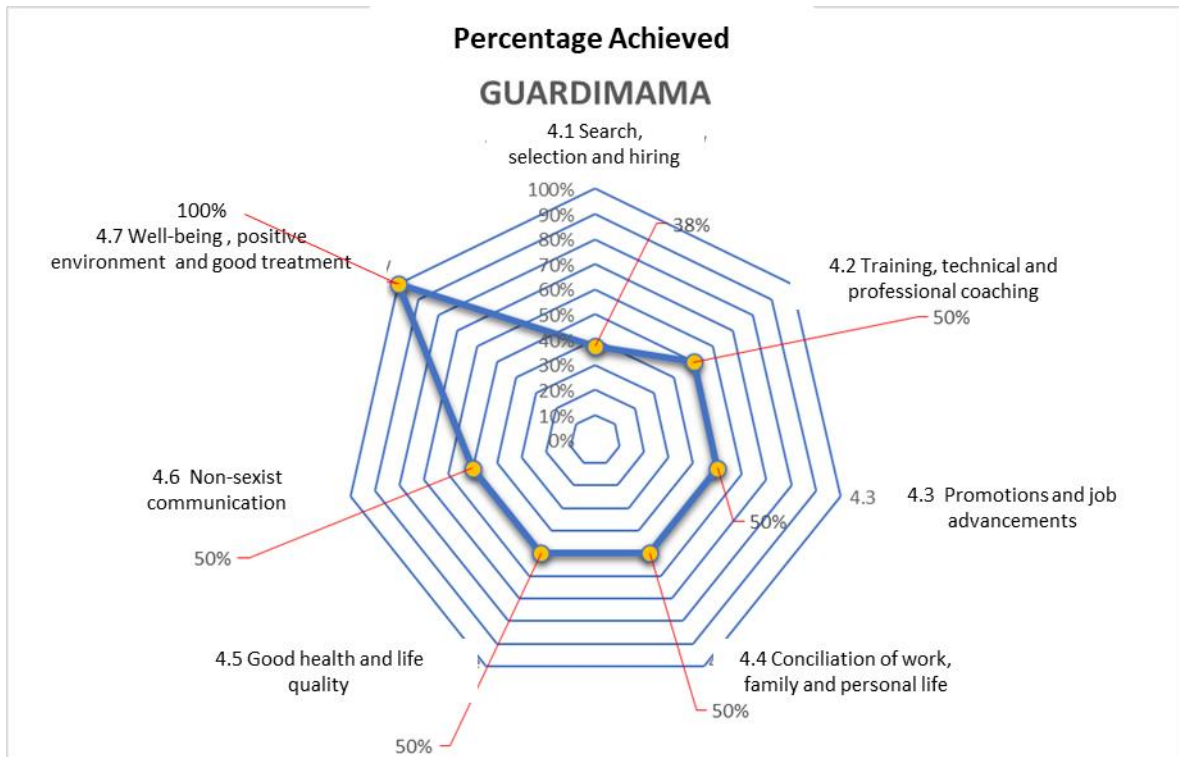
5. Training and education topics are aimed at all the employees, without distinction, however there is no annual training plan considering gender perspective issues.

Improvement opportunities

1. In manufacturing, specifically in the area of metallization and painting, there are only men working because they say that there are no women (painters) specialized in these tasks. It would be interesting to open the search and selection for men and women (stated in the search ad) and see if there are female applicants. They assure that they are open to the entry of women in the plant, with the same qualifications.
2. It seems possible to rethink the gender biases that the company has developed for 32 years. Being a family business, it has been deeply influenced by its founder (80 years old today) and his view of the manufacturing area in its beginnings (Example: women are not hired in the factory because the tasks need “a lot of physical strength”. When cross-examining during the interview, they realized that nobody has to use physical strength today for there are forklifts to load and unload, but the reply has remained as in the past). As the interview developed, they started to open their minds or at least to question those rigid models they had in mind.
3. Not having experienced situations of violence or harassment, they have no record of these issues within the organization, and therefore they do not have any type of protocol in case they would need it. In general, they rely on the union for new issues such as COVID-19, which does not have any kind of gender perspective.
4. Both managers understand the concept of gender equality in the workplace but have never worked on it or promoted it being an area to be actively explored. There is still no awareness that the implementation of good practices in gender equality would generate changes and benefit productivity and competitiveness.
5. Including gender equality issues in their training with the purpose of raising awareness among the employees and in this way allowing in the future the entry of a greater number of women. Stimulating diversity based on their own experiences, as they have done now hiring a woman in the packaging area of the plant.

GUARDIMAMA - Envigado, Colombia.

Family business, founded 30 years ago, provides private preschool education and its area of influence is the Municipality of Envigado. Its aim is to provide an integral and balanced education for girls and boys, based on the development of knowledge.



Strengths

1. It is a quality management ISO9001 certified SME, the only company certified in the city.
2. It has an internal policy that allows male and female employees to bring their newborns to the daycare, where they can look after them. In addition, children are schooled until 5 years of age, with no additional cost for the company staff.
3. It has done a great job in terms of sexual harassment prevention, not only with its employees, but also with the families of the day care.
4. It has very well organized its Employee Relations Committee. It trains the staff in workplace harassment and general organizational wellbeing matters.

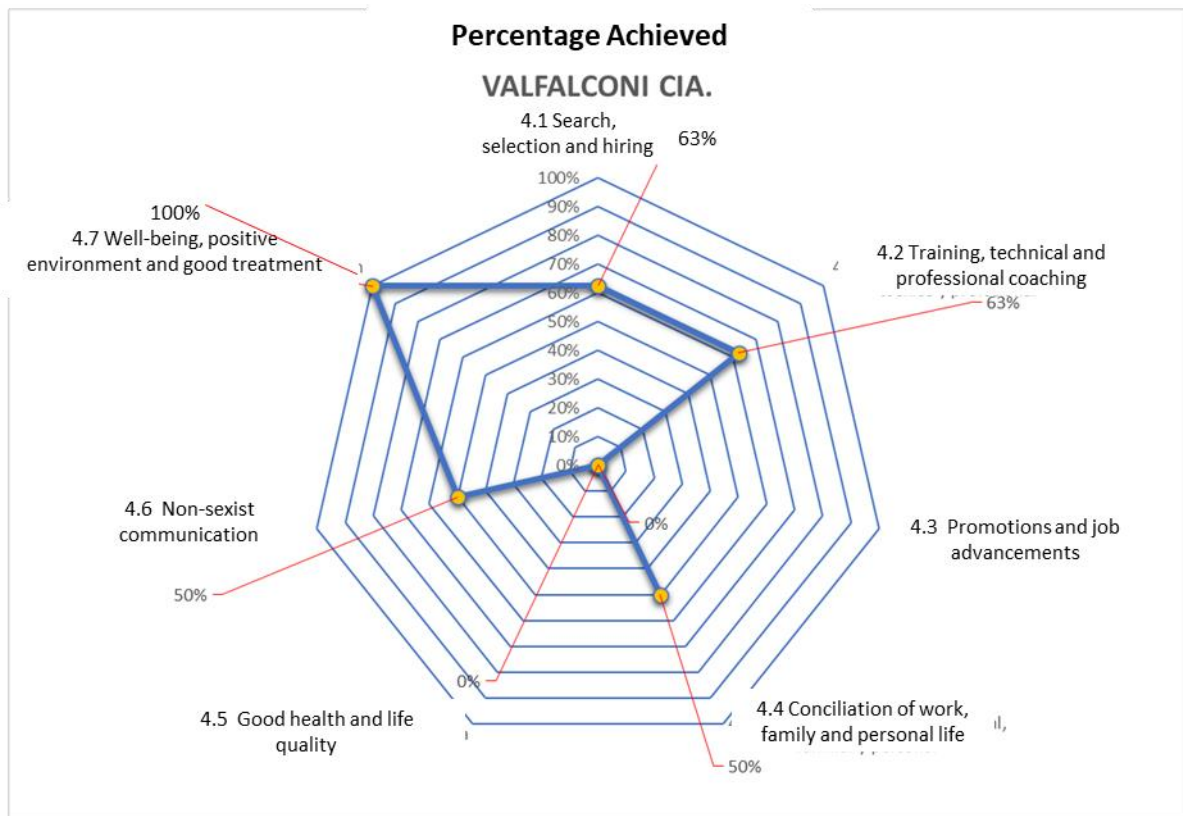
Improvement Opportunities

1. It has not provided training on gender equality to male or female employees of the organization.
2. Gender perspective should be included in the staff selection process. Not only when hiring employees, but also with parents.

3. Even though employees have the benefit of having their newborns in the daycare, it would be interesting to consider longer maternity and paternity leaves.
4. Gender perspective has not been implemented in the company communications, as a formal procedure.

VALFALCONI CIA, LTDA. - Quito, Ecuador.

A company engaged in the manufacture of liquors. Founded 5 years ago. It has offices and one production plant. Managerial positions are mostly exercised by women and salary ranges are equal among employees regardless gender issues.



Strengths

1. Its staff search process has two targets in mind: (1) food chemistry expertise and, (2) skills required, among which a gender focus is in fact taken into consideration, since the company management has worked to integrate this concern.
2. The company fully complies with paternity and maternity leaves as determined by the law and, in some cases, it has even granted additional permits to employees for them to fulfill this role.

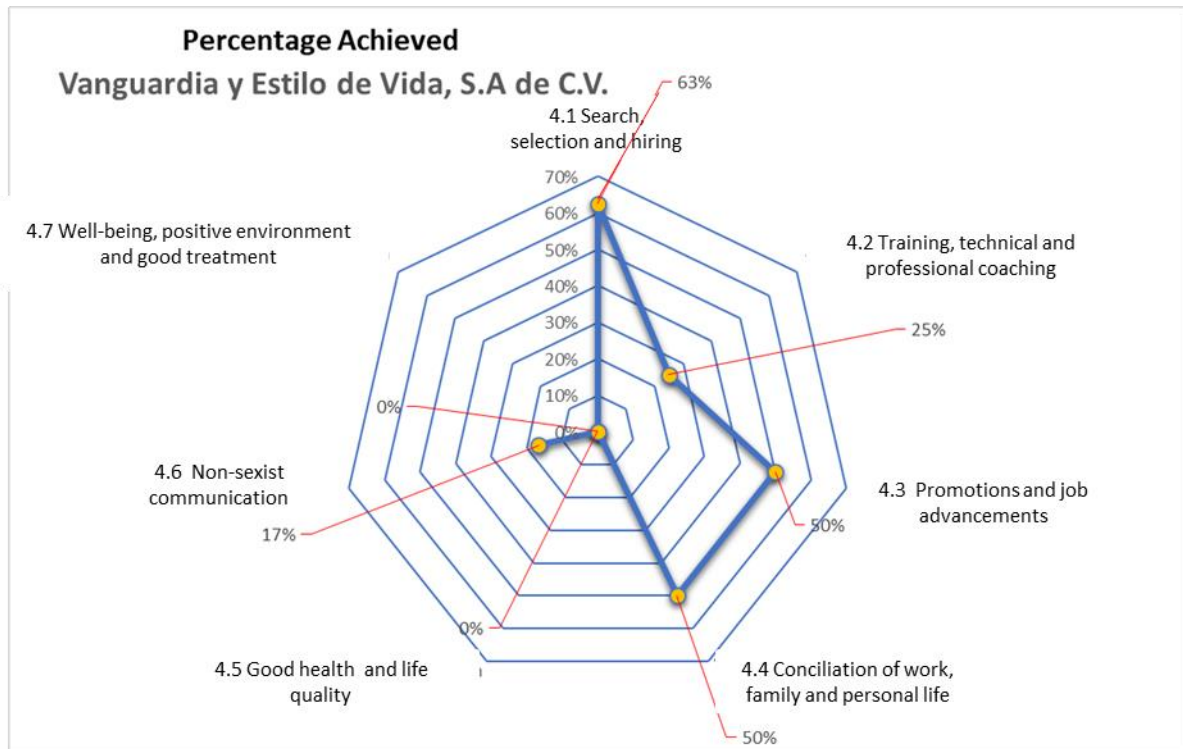
3. The organization widely promotes a culture of respect and good manners. It even has an employee relations handbook that promotes equity and conflict resolution mechanisms.
4. A good work environment is one of the strongest virtues of the organization. Complaints are firstly handled between the parties involved and, if required, management is engaged. No violence or harassment cases have been recorded during its 5 years of operation.
5. The company promotes many coaching initiatives and training, and it has also identified the need to provide training with a gender focus. However, training received by employees both from public and private institutions has similar contents, and are basic in terms of gender concerns. It is therefore recommended to include other more practical contents that may enable the implementation of this focus in the company.

Improvement Opportunities

1. The manufacturing area of the company only includes men, since the director assures that there are not many women specialized in food engineering, and even less specifically involved in the liquor production. However, it would be interesting to find out from any of the 3 universities that offer this course of studies if there are women among their graduates looking for work opportunities in this area. The director affirms that the company would be willing to include women in this area with the knowledge and skills required for these positions.
2. The company shows interest in providing training in gender equity and equality matters to the staff who evaluate positions since, till present, the training they have received has been very general.
3. Due to the lack of cases of violence or workplace harassment in the organization, they have no knowledge about the protocols applicable to these situations. It is therefore recommended that a training or conference on this matter be given.
4. The organization understands the concept of gender equality in the workplace, but it does not promote it actively.
5. The organization needs to gain deeper knowledge on issues related to gender and labor equality for its implementation in the company and for the development of good practices resulting from its own experience.

VANGUARDIA Y ESTILO DE VIDA, S.A de C.V. - Guadalajara, Mexico.

Non-family company, founded 22 years ago by two women acting as partners. It operates in the service sector, and is oriented to interior design, furniture design and import. It has two physical locations where it renders its services.



Strengths

1. Ads for vacant positions are published as “gender indistinct”, and personnel search aims at identifying those candidates with the skills and capacities required for the job.
2. Description of positions is not addressed to men and/or women specifically, they can all be filled by men or women, except for drivers’ positions, and this is because of the nature of the job (the employee must lift heavy articles).
3. It promotes and fosters women's involvement in traditionally masculine positions. Currently, managerial and chief positions are exercised by women.
4. It allows remote working and half-day on-site work to its staff, so that employees may take care of their children when they are not at school or day care.
5. The company has flexible working hours so that male and female employees may comply with their family and personal activities, such as maternity duties or taking

care of ill persons. In that way, employees can fulfill both their personal and professional responsibilities.

Improvement Opportunities

1. Include gender equality concerns in their training. The training given is focused on increasing working skills, mainly in the sales and design areas.
2. Establish policies and procedures that include gender equality concerns in the different areas analyzed. As the company believes that taking care of the staff is important, because the employees are considered family, it assumes that the staff management policy they implement is appropriate.
3. The company has no policies, team or person in charge of concerns such as staff wellbeing, benefits and conciliation of work, family, and personal life. It offers schedule flexibility, leaving aside other benefits, such as day care, nursing, extended maternity or paternity leaves.
4. Publish information on prevention, detection, and answers to doubts, complaints or reports related to workplace and sexual harassment in the workplace. Since the company has not registered this kind of case recently, it assumes that there is no need to have or develop preventive measures in this respect.
6. Periodically check the employees' knowledge about issues of gender equality, workplace and sexual harassment, and gender violence. It would enrich the good treatment of its staff considering these issues, and the organizational culture would also be strengthened.

Conclusions

The report systematizes gender equality practices and experiences observed in 4 SMEs in order to delve into their specific realities and the opportunities that these types of companies, key in the Latin American economy, have for the development of an agenda on this matter.

In addition, the interviewed companies will have the opportunity to develop policies to reduce possible tensions among the staff derived from the lack of good gender equity practices and to promote policies to prevent some tasks from falling disproportionately on women, thus, reducing gender inequalities. However, this process still implies a long way to go, which started with this first interview on the subject.

In all the cases analyzed, a very good work environment is observed, promoted by women in managerial positions, as a determining factor in the exercise of leading roles.

Based on the analysis and the test carried out, we perceived different situations in the application of a gender focus:

- In Colombia, the director of the SME has the intention to include issues of gender equality in the organization management, and it has already implemented some practices and policies to that end, but that does not necessarily translate into the incorporation of an organizational strategy that puts that focus in practice.
- The gender focus is incidentally dealt with in some dimensions as a consequence of the organizational culture. The Mexican company, for example, evidences a maternal environment that prioritizes hiring women and pays attention to the conciliation between personal life and work of all of the members of its staff.
- The 4 companies interviewed comply with the laws on gender and workplace equality. The law in fact has influence on the company actions in this respect.
- Another situation identified shows that, even though there is the will and the intention to include gender equality, the economic capacity of SMEs is limited and prioritizes everyday expenses. This precludes them from implementing actions in this respect. This situation was noted in companies from Argentina, Colombia and Ecuador.
- The companies from Ecuador and Argentina, both in the production field, have some general knowledge on gender equality matters and have implemented them in their values and behaviors. Moreover, using as reference the laws of workplace equality they can solve different situations, such as maternity and paternity matters, as it is appropriate. It is worth mentioning the improvement opportunities related to the inclusion of women in production areas and the inclusion of training on the implementation of this matter in other areas of action.
- SMEs in the production area still believe that individuals that operate machines or involved in production must be men, while administrative positions must be exercised by women. They continue selecting staff with an old, already obsolete bias that locks them into always doing things in the same way, preventing innovation and growth in the organizations.
- Results from the Mexican and Colombian companies, both in the service area, evidence that no gender quality concern is taken into consideration in their policies. However, since the companies were conceived as women led companies, they have consolidated a working culture signed by the protection and good treatment of its staff. As a result, they exercise some good practices in this respect, but their application is not systematized yet (see the strengths identified in these companies). The search, selection and hiring focus are highlighted, as well as promotions and work advancement practices.

- The SMEs that participated in the pilot study are not yet systematically working on equality and diversity issues. There is no search for the best human resources without gender bias.
- No salary gaps were identified in the companies analyzed.
- All the SMEs showed good practices in terms of balance of work, family and personal life.

Finally, we demonstrated that the tool is useful, agile and easy to use. That these SMEs, in spite of being from different countries and engaged in different fields, have many points in common in the different areas, something to take advantage of in order to develop regional programs.

Suggestions

The application of the tool in the 4 companies showed that it may be useful for having an overview of the gender equality practices in force in each of the dimensions involved, and it provides a representation of the company's strengths and improvement areas.

Both the dimensions and the questions are valid to be applied in any field, however, for those who apply the tool, it is recommended to find out about the sector, about the specific skills of the personnel it employs, and the availability that exists at regional and country level.

Governments through their institutions, chambers and civil organizations offer and give training on gender equality issues, but they do not always include specific workshops and courses on how to apply the concept or trigger real changes in practice. Therefore, another task pending is to design a training program/workshop in order to help men and women in managerial positions to put into practice the different aspects of gender equality, both in their organizational strategy and in its application to the different related management processes. This would be of help for the implementation of measures to correct gender inequalities and give place to cultural and organizational transformations, promoting real changes in companies and creating workplaces favorable for both women and men.

The drive of the basic concept of gender equality requires simple things to be applied. If the organization could implement simple measures that entail no high costs, significant results could be achieved in terms of progress of SMEs towards the inclusion of the gender equality perspective.

Additionally, work could be done on SMEs that are suppliers to large companies, that have already implemented gender equality programs (equality seals), with the aim of helping their suppliers in the value chain and thus achieving a greater impact on equality issues

As stated in our commitment under the objectives of our proposal for this exercise, the tool remains available for public use by those who wish to apply it.

For future work, the application of the tool in a significant sample of companies from different countries remains pending, in order to identify common practices and their exercise as a consequence of external factors such as gender equity laws and compare the results. In addition, it would be interesting to test the tool in SMEs led by men and women and from different fields of action, in order to make the pertinent comparisons.

Proposals for a future action plan

When analyzing the results obtained from the application of the tool, especially in areas of opportunity, we identified the need to include the subject of gender equality in the organizational culture of companies in order to enable the incorporation of good practices in the different dimensions. To that end, a specific project including new rules and values for the integration of new patterns of belief and actions must be determined.

General objective:

Incorporate good gender equality practices in companies.

Specific objectives:

1. Raise awareness in the organization of new patterns of belief that incorporate rules and values related to gender equality.
2. Include the following issues in human resources management policies: 1) conciliation of work, family, and personal life, 2) good health and life quality, 3) non-sexist communication, 4) wellbeing, positive environment and good treatment, 5) gender equality.
3. Design a workshop to define protocols of action for cases of gender violence.

Result expected:

Good practices, policies and procedures determined around these 5 axes.

Considerations in order to naturalize the issue of gender equality in each company:

1. That the project be led by the company management.
2. That the company staff be included in the process of definition and execution of the action plan.
3. That the specific features of the organization, its current organizational culture, economic situation, leadership, etc., be taken into account.

Priority topics of the action plan for the immediate future:

1. Have a leadership committed to equality issues.
2. Develop practical workshops for the implementation of gender equality policies.
3. Promote and implement inclusive language.
4. Join existing networks that promote gender equity.

5. Raise awareness on breastfeeding, workplace/sexual harassment and gender violence matters.

Activities, schedule of activities and execution cost:

In accordance with the good practices defined in the Equality Certifications and considerations stated in this proposal, the definition of actions, the schedule and cost of implementation per issue should be carried out by each company with the support of an expert.

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Annex 1

Tool of good gender equality practices

INFORMACIÓN GENERAL

Nombre de la organización:	Representante legal:
Dirección de la Empresa	País:
Fecha Evaluación	Nombre de la evaluadora:

HERRAMIENTA METODOLÓGICA DE EVALUACIÓN

Requisito	Pregunta	Ca.	Respuesta	Comentario	Guía de Verificación
4.1 Búsqueda, selección y contratación	¿Cuál es el contenido y forma de redacción de los avisos de una vacante laboral y qué variables de género tiene en cuenta?				<p>0 Realiza lanzamiento sin tener en cuenta variables de género con respecto al cargo</p> <p>1 Contempla variables de género pero la información de la vacante es insuficiente o direccionada</p> <p>2 Incluye descripción detallada del cargo, aptitudes, calificaciones y/o habilidades con enfoque de género</p>
	¿La organización tiene un procedimiento que garantice equidad e igualdad de género al momento de realizar las entrevistas a las personas candidatos (as)?				<p>0 No tiene un procedimiento estructurado</p> <p>1 Tiene un procedimiento genérico pero no se observa enfoque de género</p> <p>2 Tiene un procedimiento o guía de entrevista que garantiza que las preguntas sean las mismas para las mujeres y hombres candidatos, asegurándose de que las preguntas no den ventajas sutiles a un género u otro</p>
	¿La organización tiene identificados cargos masculinizados y/o feminizados y propende por romper este paradigma?				<p>0 No tiene identificados</p> <p>1 Los tiene identificados pero no hace nada para cerrar esta brecha</p> <p>2 Los tiene identificados y tiene plan de acción con enfoque de género para cerrar la brecha</p>
	¿Su organización entiende y promueve de forma activa la equidad e igualdad de género laboral?				<p>0 No los tiene identificados</p> <p>1 Se encuentra en proceso</p> <p>2 Cuenta con un modelo organizacional o sistema de gestión de equidad e igualdad de género</p>
4.2 Capacitación, entrenamiento técnico y profesional	¿Su organización incluye temas de equidad de género en la formación y capacitación de su personal? Cuáles y en qué forma?				<p>0 No los tiene incluidos</p> <p>1 Solamente lo incluyen de forma transversal</p> <p>2 Se tiene establecido un módulo de equidad e igualdad de género dentro del cronograma anual</p>
	¿Los temas de capacitación y formación están dirigidos a todo el personal?				<p>0 No se hace distinción de género, son procesos de formación abiertos</p> <p>1 De acuerdo a la temática hay algunos temas que son diferenciales</p> <p>2 Para los procesos de formación se tiene en cuenta el cargo y el género para hacerlos diferenciados</p>
	¿Para la formación y capacitación su organización tiene en cuenta horarios laborales que no afecten el equilibrio vida - trabajo?				<p>0 No lo hace</p> <p>1 En ocasiones realiza capacitaciones y formación en horario extralaboral</p> <p>2 Se tiene en cuenta y se promueve el equilibrio de la vida laboral, familiar y personal</p>
	¿Su organización tiene en cuenta las expectativas y necesidades de su personal a todo nivel para los procesos de formación y capacitación con enfoque de género?				<p>0 No lo tiene en cuenta</p> <p>1 Se tienen identificadas las necesidades y expectativas pero solo algunas se incluyen en el cronograma anual</p> <p>2 El cronograma anual se contruye con base en las expectativas y necesidades de sus empleados con enfoque de género</p>

4.3 Promociones y Ascensos	¿Tienen algún procedimiento para realizar promociones y ascensos con enfoque de género, que garantice la equidad e igualdad para todas las personas?				<p>0 No lo hace</p> <p>1 Realiza acciones aisladas enfocando de género garantizando la equidad e igualdad para todos en procesos de promoción y/o ascenso</p> <p>2 Actúa con</p>
	¿Qué mecanismos tiene su organización para promover y fomentar la participación de mujeres en cargos tradicionalmente masculinos?				<p>0 No tiene mecanismos</p> <p>1 Promueve la participación igualitaria pero no es sistemático</p> <p>2 Tiene un mecanismo definido (directriz, lineamiento) que ayuda a que las mujeres se proyecten y se postulen para cargos que por tradición han sido masculinizados</p>
	¿El personal a cargo de evaluar las alternativas para ascenso y promoción se encuentran calificadas y capacitadas en equidad e igualdad de género?				<p>0 No</p> <p>1 Se tiene identificada la necesidad y está en proceso de ejecución</p> <p>2 Todo el personal involucrado está capacitado y calificado en equidad e igualdad de género</p>
4.4 Conciliación entre la vida laboral, familiar y personal	La organización dispone de un equipo o de alguna persona encargada de lo relacionado con bienestar, beneficios y conciliación de la vida laboral, familiar y personal de sus empleados?				<p>0 No lo tiene</p> <p>1 Se delega al área de gestión humana</p> <p>2 Existen cargos específicos para este aspecto</p>
	¿Existe una política de conciliación que permita otorgar permisos que tengan por objeto cumplir con actividades familiares o personales, y/o implementar estrategias de flexibilidad temporal y espacial (horario flexible, teletrabajo, otros)?				<p>0 No se tiene</p> <p>1 Se encuentra inmersa dentro de la política organizacional</p> <p>2 Es explícita aún haciendo parte de la política organizacional, se ha socializado, divulgado y existen evidencias de aplicación</p>
	¿Su organización ha contemplado la necesidad de extender las licencias de paternidad y maternidad más allá de lo estipulado por la ley correspondiente, incluyendo casos de nacimiento múltiple y adopción?				<p>0 Cumple estrictamente con lo de ley</p> <p>1 Lo tiene identificado pero aún no lo aplica</p> <p>2 Tiene un procedimiento documentado que es de conocimiento de sus empleados y adicionalmente otorga beneficios adicionales</p>
4.5 Salud integral y calidad de vida	¿La organización conoce rutas de atención públicas o ha diseñado protocolos que den continuidad a la atención de las mujeres que han sido víctimas de violencia basada en género?				<p>0 No los tiene</p> <p>1 Se encuentran en construcción</p> <p>2 Tiene prerrogativas con empleadas víctimas de violencia basada en género, que les permitan continuar en su puesto de trabajo sin riesgo de perder el empleo y recibiendo los beneficios que por ley tiene derecho, y otros adicionales</p>
	La organización ha tenido casos de acoso sexual dentro del equipo de trabajo? ¿Ha definido su organización mecanismos diferenciados para obtener información sobre temas como acoso sexual.				<p>0 No los tiene</p> <p>1 Se encuentran en construcción</p> <p>2 Tiene prerrogativas con empleadas víctimas de violencia basada en género, que les permitan continuar en su puesto de trabajo sin riesgo de perder el empleo y recibiendo los beneficios que por ley tiene derecho, y otros adicionales</p>

4.6 Comunicación no sexista	¿Su organización gestiona, verifica y promueve el uso de imágenes y lenguaje incluyente y no sexista en los distintos mecanismos de comunicación, interna y externa, de la empresa u organización (manuales, procedimientos, formatos, instructivos y guías)?				<p>0 No lo hace</p> <p>1 El procedimiento de comunicaciones se encuentra en revisión o pendiente por aprobación</p> <p>2 Tiene un procedimiento de comunicación incluyente y no sexista</p>
	¿Existen actividades de formación y sensibilización sobre comunicación incluyente e igualdad de género para todo el personal?				<p>0 No hay evidencia</p> <p>1 Se hacen de forma esporádica</p> <p>2 Es un elemento transversal dentro del programa de formación, capacitación y sensibilización</p>
	¿Han implementado acciones concretas para que, en las comunicaciones internas y externas de la organización, se promueva la equidad de género?				<p>0 No se han implementado</p> <p>1 Se tienen identificadas pero no hay evidencia de ejecución</p> <p>2 La organización presenta evidencias de ejecución de acciones con esa orientación</p>
4.7 Bienestar, convivencia y buen trato	¿Su organización difunde de forma periódica información sobre prevención, detección y atención de quejas o denuncias relativas a acoso laboral y sexual en el ámbito de trabajo, y verifica de forma recurrente el conocimiento del personal respecto al mismo?				<p>0 No lo hace</p> <p>1 Lo hace de forma esporádica</p> <p>2 Tiene una programación y presenta evidencias de periodicidad con la que se difunde esta información</p>
Subtotal %					
Requisito	Porcentaje Alcanzado EMPRESA 1	Lista desplegable			
4.1 Búsqueda	0%	0		20	
4.2 Capacitación	0%	1		15	
4.3 Promoción	0%	2		20	
4.4 Conciliación	0%			20	
4.5 Salud integral	0%			10	
4.6 Comunicación	0%			10	
4.7 Bienestar	0%			5	
No Borrar la información de este recuadro azul				100	