



*Practising gender equality  
in careers.*

*A way to change based  
on practical company experience.*



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Our mission is building  
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*With the patronage  
of Italian Ministry  
of Equal Opportunities*

*With the of collaboration:*

## Summary

Introduction	4
The context	5
The Laboratory's objectives	8
The structure of the document	9
Commitment of the company and formulation of the policies	10
Definition of responsibilities in the organisational structure	11
Analyses, objectives and measurement system	15
Career development tools	21
Internal communication system	27
Appendix.	
Experiences of the following companies: Gruppo Autogrill, Gruppo Pirelli, Gruppo Poste Italiane, IBM Italia, L'Oréal, Roche Diagnostics, Telecom Italia	30



Gruppo **Posteitaliane**



L'ORÉAL  
ITALIA



## *Introduction.*

This document is the result of the work carried out by a group of companies, members of Sodalitas, that set up an Equal Opportunity Laboratory, sharing their own experiences regarding equality of opportunity for men and women.

This Laboratory forms part of the more general context of the European Alliance for Sustainable Competitive Companies<sup>1</sup> launched in March 2006 by the European Commissioners Gunther Verheugen and Vladimir Spidla.

The results produced by this Laboratory are made available to other companies that wish to rapidly implement a correct career approach.

Based on the experience acquired, the objective of this document is to provide practical user-friendly suggestions on the action to be taken.



<sup>1</sup> For more information on the programmes developed in the context of the Alliance see [www.sodalitas.it](http://www.sodalitas.it), the section dedicated to sustainable and competitive companies.

## *The context.*

Why is professional gender equality increasingly important for companies today? In addition to the obligation to comply with the increasingly large number of laws on the subject<sup>2</sup>, there are also socio-economic and market requirements that stimulate companies to take action in this direction in order to:

- Take advantage of the opportunities offered by demographic changes and changes in society, habits and consumption, to ensure that they remain competitive
- Benefit from maximising the potential of all the personnel, also exploiting gender differences
- Promote greater social justice and combat all forms of discrimination.

At political level, the European Union tackled the problem at the Lisbon Conference in 2001 and set itself objectives in terms of the presence of women on the labour market. On the basis of the published data, Italy still has a long way to go in this respect. Therefore, we must take practical action to accelerate this process and facilitate progress that will enable us to close the gap with other countries and achieve the goals laid down in Lisbon, knowing that this will have a significant effect on the competitiveness of Italian companies.

<sup>2</sup> See the Regulations section of the Department for Equal Rights and opportunity: [www.pariopportunita.gov.it](http://www.pariopportunita.gov.it)

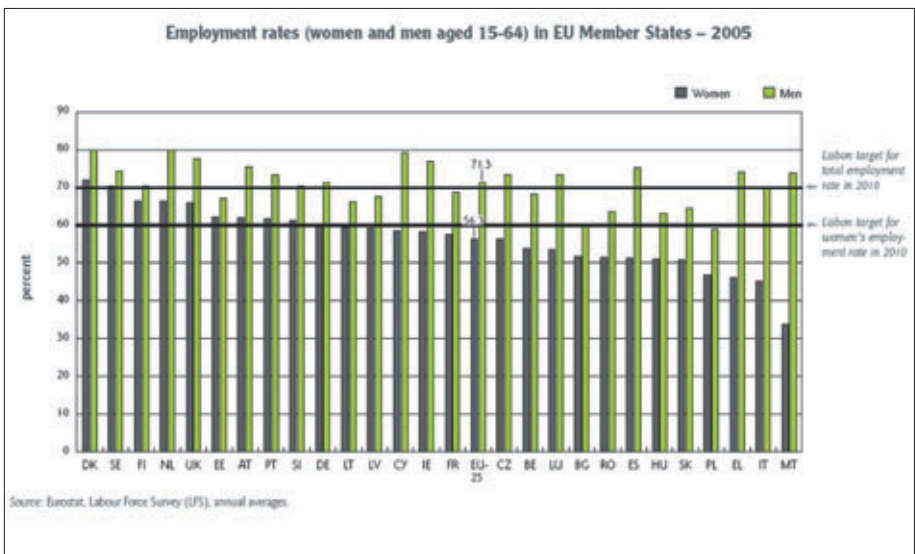
## Rate of female employment

Lisbon objective:

Female employment rate of 60% in 2010.

Rate in Italy (in 2005) 45.3%<sup>3</sup>.

Results obtained at European level: rate increased from 53.6% in 2000 to 56.3% in 2005. (Male employment remained the same 71.2 vs. 71.3).



<sup>3</sup> Source: Report on Equality between Women and Men 2007. Data: Eurostat 2005.

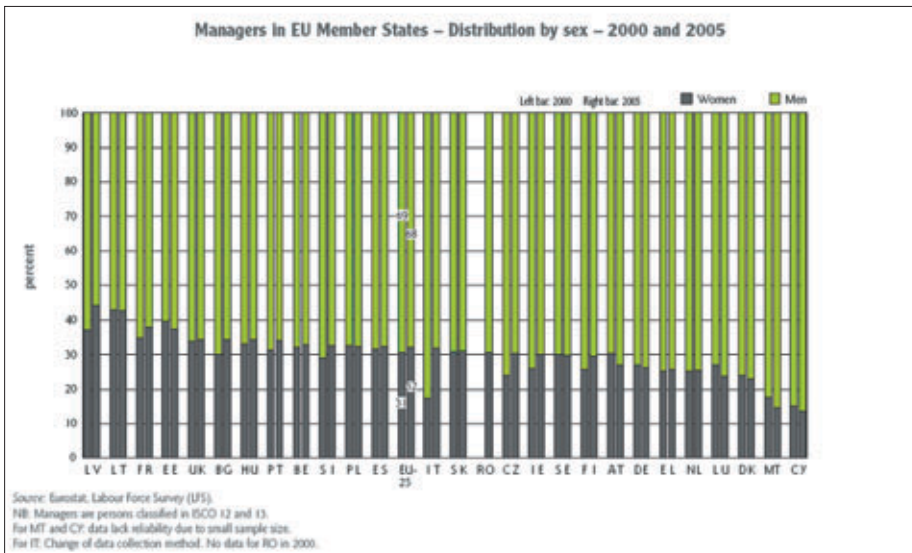
## Women in leadership positions

Presence of women:

- 10% on the management Boards of the 50 leading European companies;
- 24 % in national Parliaments;
- 33% in the European Parliament.

Women Managers:

- 31.9% of managers in Italy;
- European average 32%.



## *The Laboratory's objectives.*

The Laboratory has set itself a series of objectives that are ambitious but possible and can be summed up as follows:

- To produce a document that gives practical suggestions and working tools based on company experience for:
  - reducing gender discrimination
  - Increasing the number of working women
  - Increasing the number of women in career positions
- Increasing the awareness of Italian companies with regard to Equal Opportunities (E.O.) in the world of work.



## *The structure of the document.*

This document has been drafted with the aim of providing guidance for companies in the creation of a committed programme of change supported by a system for the management of E.O. in careers.

It presents the complete process for the planning and creation of an organisational programme for E.O.: from the formulation of gender policies to internal communication mechanisms, via the processes of hiring, training, remuneration and career development.

Consequently, it is divided into the following sections:

- Commitment of the company and formulation of policies
- Definition of organisational responsibilities
- Analyses, objectives and measurement systems
- Tools for facilitating careers progress
- Internal communication system.

The document contains:

- General information based on the experiences of the companies shared in the Laboratory<sup>4</sup>
- Practical examples that demonstrate significant solutions provided for a specific problem encountered by the individual companies.

<sup>4</sup> naturally, the companies involved are not at the same level of implementation of equal opportunity policies but the sum of their experiences gives a rather complete picture of the principal benefits/problems encountered.

## *Commitment of the company and formulation of the policies.*

Today, companies are increasingly adopting ethical standards, codes of behaviour or similar tools that express the fundamental principles on which they will conduct their business activities. Generally, these value statements make more or less explicit reference to the principles of non-discrimination, to Equal Opportunity etc.

Accordingly, companies that intend to commit themselves to guaranteeing Equal Opportunity for women and promoting initiatives for the development of their careers must, first and foremost, declare this explicitly and ensure that the values in which the company believes on this subject are known throughout the company organisation.

This declaration constitutes the basic policy for the implementation of genuine and systematic “improvements”. After this, the necessary resources in terms of responsibilities in the organisational structure and in terms of finance must be defined to make the plan operational.



## *Different responsibilities belonging to the organizational structure.*

some of the roles seen as fundamental:

- General management;
- Human Resources;
- Equal Opportunity manager or officer
- Functions involved in the E.O. monitoring process (communications, sustainability, CSR);
- Equal Opportunities commission/committee;
- Employees

### *General Management*

The involvement of top management is of vital importance. Managers must be the first to share the values stated in the policies. They must all work together to meet their targets, defining strategies and well articulated plans, providing both financial and human resources, as well as the time needed to implement positive actions.

Management will also be assessed on the achievement of the company's E.O. targets.

Some of the initiatives where top management may be involved:

- the establishment of an Equal Opportunity committee, in the leadership team/board;
- appoint a person with responsibility for Equal Opportunity;
- insert diversity management among the different areas subject to assessment;
- create a communication network of people linked across different branches/units/sites;
- set up a bottom-up assessment system, in which employees take part;
- actively participate in cross-company networks and associations.

### *Human Resources*

HR plays a primary role in the implementation of programmes and in monitoring results, and is usually owner of the process through which specific E.O. targets, implementation and measurement tools are included in all phases of Human resource management.

## *Equal opportunity manager/officer*

To guarantee the correct implementation of the principle of Equal Career Opportunity policies and management processes are not enough.

A dedicated role needs to be present in the company, who, with the support of top management, will be involved in all those phases that could be decisive in the career development of employees.

A sort of “E.O.” warranty officer, that should be allocated part time or full time, depending on the complexity of the organization and, and who will ensure the correct application of E.O Policy. It is vital that this function does not only work inside HR (or inside the unit it is “officially” part of), but across the whole company organization, making sure that the policy is executed throughout the organization.

The E.O. manager should be involved in all the activities listed below:

**Recruitment** – he or she will verify that all recruitment gender targets are met: for example, requiring that genders are balanced or equally represented at interviews. Together with the external communications team he or she should ensure that all recruitment campaigns and events are free of bias, and convey the company’s values with respects to E.O. The same “consistency checks” will also apply to all other external communications material such as brochures, posters and websites.

**Training and personal development** – he E.O. manager must verify that genders are fairly distributed and represented in all training and development programmes, reflecting the gender proportions that are present in the company. The company may also decide to encourage female presence in certain areas. In this case the E.O. manager could be involved in designing, together with the training team, specific programmes with this aim.

**Career Advancement** – the E.O. manager will have to make sure that there is no discrimination in career growth paths and in the identification of top talent, as well as in all promotion plans.

**Attrition** – the E.O. manager will also have to ensure that there are no critical aspects related to the female portion of women leaving the company, compared to men. Once having made a “static assessment” of the situation, he or she could be involved in the design of possible counter-initiatives. Generally speaking, the E.O. manager will monitor and measure trends, advising management on possible corrections to be put in place.

### *Functions involved in monitoring E.O. (Communications, Sustainability, CSR*

Other company functions may be directly involved in relation to E.O., as this area is an integral part of the company’s sustainable performance, measured by specialised rating bodies, with the aim of being part of standard sector indices (DJSI, FTSE4Good, etc.).

### *E.O. Committee*

The effectiveness of E.O. programmes will be greater if they are supported by specifically dedicated bodies- E.O. committees- that will be the heart and the engine that will drive change. Such bodies exist in a variety of forms in Italy (commissions, workgroups, study groups and are often included in collective and integrative company contracts. The Commissions are made up of an equal number of company representatives and labour union representatives (eg. 3+3); they meet to suggest actions and measure results.

The commissions’ duties include study and research activities, insurance of correct application of all related legislation, gender statistics in the industry sector, the identification of training initiatives, and other types of actions, such as those aimed at encouraging the return to work after maternity leave.

Company integrative contracts may provide that E.O commissions are owners of specific tasks such as the promotion of initiatives aimed at increasing awareness on the subject and aimed at encouraging behaviour that is in line with company policy, or training programmes aimed at the advancement of women and the full expression of their potential.; special work-life pilot programmes, compatible with company and personal needs (flexible working hours, dependant care....)

## *The employee*

Employees have a central role as they daily live the company's culture, they observe and assess practices, with particular reference to career management, and to impartiality in decision making processes.

This is why, if the company wishes to adopt an E.O. career policy free of all kinds of discrimination, it is important that employees are aware of the conditions and objectives, and are able to express their opinion on the career management and promotions systems.

All assessment systems will have to include both tools aimed at measuring the effectiveness and impartiality of direct managers (bottom-up system) and analyses aimed at assessing the company's organizational context, its culture, and its career path management practices.

Change and improvement can effectively take place where each member of the organization has the opportunity to express his or her opinion, and to receive adequate feedback.

# *Analysis, Goals and Measurement System.*

## *Analysis and diagnosis of the initial situation*

### **Analysis**

In order to undertake a change process it is vital that an analysis be carried out to assess the starting situation in the organization, identifying relevant indicators that are adequately related to the context. These indicators will be used both for an initial assessment, for setting targets, as well as for future monitoring, to measure progress. Some examples of fundamental indicators that could be used for an initial assessment are:

- % of women employed;
- % of women among managers;
- % of women in boards/ top management/ leadership teams.

### **Diagnosis**

Once the scenario has been set, results are analysed and interpreted. Below are some variables that could impact the process towards equal Opportunity:

- the availability of certain skills in the marketplace and or /l the industry sector the company belongs to;
- the company's ability to attract talent / the company's external image;
- internal company culture;
- employee ambition, motivation and culture.

## *Target Definition*

We can now proceed to define specific E.O. targets, which will have to be part of the elements that the company will rely on for the integration, the management and the professional growth of its people.

Targets may vary, depending on the company's needs, priorities and strategy.

They must be measurable, specific, and allow the achievement of tangible results.

There are usually two types of targets:

- quantitative and qualitative long-term targets (cultural change);
- short-term targets, aimed at giving immediate visibility to progress and to verify the application of the general guidelines stated in the E.O. policy.

As far as measurability is concerned, it is important that a system of indicators able to measure the progress of all trends related to E.O. is set up. This includes measuring the initial situation, verifying that targets are achieved, and assessing the effectiveness of all relative tools. Below is a definition of the main characteristics that these indicators should include, and some suggestions for their use in E.O. management.

### *Defining a measurement system*

Indicators must be designed to measure the progression of all phenomena related to targets, and must allow to measure the level of achievement attained.

When defining KPI - Key Performance Indicators – for a company, it is important that we bear in mind the following:

- consider international standards, such as Global Compact and G3 Sustainability Reporting Guidelines<sup>5</sup>
- place indicators in a planning and controls system;
- identify possible causes of negative indicator trends;
- react to elements that may inhibit the progress desired;
- share the results found with key decision makers, so that the right level of attention and promotion of change is guaranteed.

The process described above must be implemented gradually, so as to allow all members of the organisation to assimilate the new system.

<sup>5</sup> For further information refer to [www.globalreporting.org](http://www.globalreporting.org) and [www.globalcompact.org](http://www.globalcompact.org).

## *The Change Process*

Possible areas of intervention on the basis of established goals:

### **Job attractiveness Attraction and Recruitment**

With reference to external resources, Attraction is a function of the company's competitiveness as an employer, and is the key issue in the turnover/renewal of the current and future staff and in establishing new working relationships.

Attractiveness Attraction is closely tied to the external/internal perception of the company image.

Below are some of the KPI (Key Performance Indicators) for measuring Attraction:

- % women potentially attracted (external surveys);
- N. (self) applications;
- % of women hired;
- % of women managers hired.

The typical attraction levers are:

- compensation/benefit system;
- company image/culture;
- career opportunities;
- training and opportunities for growth (“employability”);
- welfare system.

## **Professional Growth**

Professional growth can take place through:

- training/experience/skills;
- hierarchical evolution;
- aspects of the role (complexity of work relationships, managing people);
- responsibilities;

Below are the KPI for assessing the application of an E.O. (equal opportunity) policy designed to promote professional growth:

- % of women promoted;
- % of women appointed to management positions;
- % of women assigned to roles of importance within the company with particular attention to their concentration in specific functions (for example, in administration vs. sales).

The following are tools that could be used to promote professional development:

- training (participation in internal development programmes such as management training and in external development programmes such as a Master's programme);
- talent management through the formalisation of career plans, "succession management"<sup>6</sup>, and mentoring activities<sup>7</sup>;
- participation in work groups, for example in professional or industry associations or in inter-company projects.

<sup>6</sup> Succession management refers to the identification of key organisational roles and internal candidates who can fill them, replacing the current staff after a designated period of time

<sup>7</sup> Mentoring is an activity designed to develop an individual's potential. This involves placing the individual side-by-side with a more experienced person – the mentor – to foster the learning and development process.

## **Employee Retention**

The measurement of a company's ability to retain its people is a clear indicator of its ability to motivate its employees. It is in the company's interests to retain its best key people to bring about an increase in productivity and to better manage careers. A careful analysis of the female employee turnover rates is helpful to understand whether any corrective action is required (for example time management).

Some common measurement criteria examples of KPI:

- % of women resigning vs. the total n. resignations;
- % of women resigning compared to the % of women among the new hires.

The research could be further broken down to evaluate the phenomenon in different divisions or in groups with similar roles, positions or organisational levels.

The study could then be supplemented with qualitative data, organising, for example, some exit interviews with managers and human resources staff.

The methods adopted by companies to retain people within their organisation are very similar to the methods used to attract new people:

- growth and development opportunities;
- compensation policies;
- welfare initiatives.

## *Career Development Tools.*

These tools include systems, models and activities that the company must adopt to reach its objectives and stem from the company's individual culture, its intentions on the subject and available resources. We provide here a series of suggestions with respect to the most commonly used tools.

### *The Hiring Process*

A valid strategy and an effective personnel recruiting process are essential to demonstrate a company's commitment to E.O. Some advice can be useful in implementing an effective and non-discriminatory process. To ensure equal opportunities in the attraction, recruitment and selection phases the following may prove necessary: it is necessary to:

- analyse the factors motivating women and men to select positions normally regarded as male or female;
- promote training for women in the marketplace for professions normally regarded as "male";
- inform, educate and direct students towards professions offered by the company;
- review hiring criteria on a gender basis and eliminate those that could be or seem discriminatory;
- prepare job advertisements in a non-discriminatory manner;
- identify the organisational functions/roles for which the company wishes to achieve gender equality;
- train hiring staff against gender discrimination, providing them with tools to overcome stereotypes;
- conduct job interviews in groups of two (man/woman), even when these are carried out by external agencies and be certain to remove those interview questions designed exclusively for women (related to family plans, number of children, etc.);
- set up mentoring programmes in the company assimilation process for new employees;
- ensure transparency in the justification of hiring decisions.

## *Career Advancement Processes*

In Italy less than a third of all managers are women (source: Report on Equality between women and men 2007, European Commission). To improve the situation and to guarantee gender equality it is essential that programmes designed to identify future managers, from all companies whether large or small, consider women as potential candidates.

A career development process, documented and well planned, normally includes the following:

- analysis of key behaviours and skills related to the role;
- identification of young talents within the existing staff;
- assignment of important responsibilities to the above;
- rapid rotations among the different departments;
- travel assignments;
- assignment of above-average objectives;
- other actions that may be deemed necessary according to the situation.

There is a common perception that this process is not correctly applied to women because of gender discrimination related to a series of stereotypes: these prevent companies from benefiting from women's potential. It is therefore necessary to recognise these stereotypes and to fight them with adequate awareness campaigns and manager training. Some of the most common stereotypes and how to overcome them are listed below.

- Belief that women are less flexible than men for a number of different reasons (family, travel, risk taking abilities...): adequate measures must be taken to correct these attitudes within the company.
- In many companies there is a culture of being "ever present", of staying late in the office that can discriminate against those having to take care of family responsibilities: this behaviour must be corrected by changing the norms within the company. Evaluation criteria must not focus on the time people spend in the office, but on the objectives that they reach.

- Part-time roles should not preclude the taking on of important responsibilities: it is often due to a temporary need that can be corrected, for example, not setting age limits for access to positions.
- Family and maternity leaves should not jeopardise career advancement.
- Some company contexts present formal or informal networks within or outside of the company, in which the male majority makes it difficult for women to take part, thus generating work-related segregation phenomena.  
This situation can be handled by balancing the presence of men and women in the work groups and by making people aware of the value of gender diversity in managing working relationships.

More in general, it can be said that, as well as improving the hiring process of high potential candidates, training actions are essential for all those concerned (women and men) at all levels in the organisation and training, coaching<sup>8</sup> and mentoring should be carried out for women with careers.

An effective tool is the inclusion of objectives related to gender equality in the MBO<sup>9</sup>.

<sup>8</sup> Coaching consists in assigning an individual to a specialist: the Coach. Coaching is a collaborative relationship, a partnership designed to reach personal, work or professional objectives. By building personal self-awareness and a sense of self-sufficiency, it helps an individual reach his or her potential.

<sup>9</sup> MBO: Management by Objectives, or an HR system based on the assignment of objectives and the evaluation of their achievement to which compensation or a part of compensation may be tied.

## *Training Paths*

A fundamental role in the implementation of a gender equality system is a continuous and targeted training has a fundamental role in the implementation of a gender equality system.

The first training programme to be carried out regards a non-discriminatory culture and the related behavioural guidelines and it must be addressed to all employees at all levels of the company. This type of training helps to identify and remove stereotypes that could create a discriminatory culture.

Concerning the development of women's professional capabilities, it is necessary to:

- identify the strategic competencies that the company requires (current and future);
- utilise all possible continuous training means, internal and external, to further employee skills, guaranteeing equal participation to all interested men and women, whether full or part-time employees.

The company can further reinforce the above-mentioned training programmes by developing other activities such as:

- ad hoc mentoring for female employees;
- coaching activities for managers.

## *Compensation Policies.*

Equal compensation for men and women with the same position and performance is essential in gender equality dynamics and it is necessary for the fair recognition of women in the workplace.

Removing the causes of salary differences by analysing the current situation and reviewing procedures is therefore a prerequisite for levelling the playing field and achieving gender equality in the workplace.

This is one of the most important responsibilities for the Human Resources Management who should act transparently and effectively to overcome subjective evaluation practices that automatically lead to the differences.

Suggestions for compensation policies.

- Procedures:
  - compilation and publication of all procedures related to performance evaluation, to salary increase/benefit systems and to equipment allowances;
  - analysis of positions to limit the risk of discrimination;
  - annual audits.
- Family/Parental leave:
  - salary reviews upon return from leave
- Fairness:
  - annual alignment of salaries to market benchmarks;
  - checks to ensure equal treatment for full and part-time employees.

## *Work-Life Balance.*

The need for balance between professional and personal goals, whether family/child related or other is a complex phenomenon.

It is everyone's desire, whether male or female, to achieve a better quality of life, stemming from the need to feel "complete". It is actually true that women have always had a difficult time in achieving personal and professional goals and over the past several years men too have started to face the same challenge in balancing their work and private lives. There is therefore a role reversal, a narrowing of the gap between the genders with respect to the quality of life that could be a starting point to attaining a true cultural change within the company but that can only be successful if promoted and supported by the company's top management.

In synthesis, it can be stated that initiatives to balance life-work, initially designed to allow women access to the workplace or to remain in it, now appear as strategic measures to "re-design" a new social pact of gender equality in the workplace.

A company sees changes in personal needs – particularly for women – as obstacles, impediments to profitability, another of the many problems to confront and one with a negative impact on the employee's professional life.

When faced with this close-minded attitude, work commitment becomes even more burdensome for women and it can affect their motivation and career development. In order to carry out an equal opportunity policy the company must take actions that allow women to better their quality of life, in exchange for higher job motivation. As such, it is important to implement a services network and ad hoc initiatives to promote practices like flexible working hours and part-time hours or personal services (day care, errand services, an "online concierge", and other conventions for free-time allowances). In order for such initiatives to be useful for employees, the company must set-up an active and ongoing mechanism to listen to its employees, to understand their needs (for example through questionnaires designed to measure preferences).

**Summary Table of Work Areas/Masurement criteria/Tools**

AREA	MEASUREMENT CRITERIA	TOOLS
<b>Analysis of the current situation</b>	% of women vs. total employees % of women managers % of women on board committees	
<b>Attraction / Recruitment</b>	% women potentially attracted No. self applications % of women hired % of women hired as managers	Compensation/Benefits System Company image/culture Career Opportunities Training, Growth Opportunities ("employability") Welfare System
<b>Professional Growth</b>	% of women promoted % of women appointed to management positions % of women assigned to roles of importance within the company	Training Mentoring Career Planning Succession Management External workgroups
<b>Employee Retention</b>	% of women resigning vs. the total number of company resignations % of women resigning compared to the % of women among new hires. Analysis of reasons for leaving the company (Exit interviews)	Compensation & Benefits Rewards Development Welfare System

## *Internal Communications.*

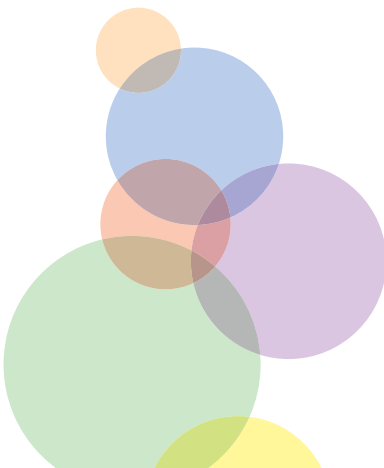
A company seeking to change its equal opportunities policies should implement a communication system that covers at least the following:

- a declaration of intent (even if only related to the subject of “men & women” and not to equal opportunities in general) and of commitment (for example a desire to improve work-life balance), that seeks the cooperation of all employees in achieving the goal (sense of involvement);
- a plan to safeguard equal opportunities via through a reporting procedure encouraging employees to report irregularities and misconduct;
- a corrective action plan to as remedy to the evidenced inequalities, or, in the case of positive situations, a plan to constantly monitor the situation.

That said, what follows are the internal communications methods required to influence the company culture:

- communication of the declaration of intent and of the problem reporting procedure to all employees;
- posting of the declaration of intent/reporting procedure on the company bulletin boards;
- creation of a dedicated area on the company Intranet;
- use of company newsletters to communicate objectives, provide periodic updates on progress, etc;
- creation of a dedicated suggestions/comments/report mailbox;
- creation of a “blog” that allows employees to exchange opinions openly and transparently;
- creation of a training course on E.O. for all new hires, employees and managers;
- insertion of company documentation on E.O. in the company welcome kit (for new hires and outside visitors)

- periodic updates on the E.O. situation and communication of new objectives for improvement: the reiteration of this information means that over time, respect for equal opportunities will become an integral part of the company culture
- inclusion of equal opportunity topics at internal gatherings/meetings (ex. at conventions of various types/subjects);
- training of all managers in the national and international legal aspects related to equal opportunity;
- inclusion of published articles on the subject of equal opportunities in the company press reviews.





## Autogrill Group project

The theme of diversity and equal opportunities receives a lot of thought in the Group.

This is in line with a principle which is stated in the Group's Code of Ethics, adopted in Europe and the United States, and underpins our equal opportunity policies.

The Group pursues an equal opportunity and non discrimination policies that support and promote all action needed to overcome any remaining form of discrimination on the grounds of gender, race, religion or sexual inclination. Its aim is to guarantee equal opportunities, in terms of jobs and professional development, for everyone.

This commitment is also reflected by the fact that women form the majority of our workforce (64%) in all the geographical regions where the Group operates.

A breakdown of the organization structure by sex shows that 25% of managerial posts in offices and 41% of positions of responsibility in points of sale (eg. area managers and POS managers) are held by women.

In Italy and the United States, part-time contracts and other flexible solutions, such as working from home, have been made increasingly available so that mothers wishing to more actively supervise their children's upbringing will find it easier to reconcile work and family commitments.

### *Pilot project in Italy*

In 2006, an initial survey of women at work in Italy was conducted to help define a plan to improve their situation.

Analysis showed that there were considerably more women in Autogrill than men: 64% against 36%, with little variation between parts of the country.

At Head Office, the figure dropped to 50%, with levels varying by type of work:

- women made up 65% of office staff, 37% of middle management and 14% of executive grades;
- women were in a majority in administration and control and human resources departments and in a minority in technical, sales and IT departments.

In the Italy Network, the female majority rose to 68% but showed the same "pyramid" pattern as at Head Office.

These female/male imbalances are the result of complex interactions between cultural factors and organizational and personal variables, and also differing between the various segments of our female workforce.

On the basis of the analysis, Autogrill Italy is currently planning a number of activities designed to:

- increase the percentage of women in positions of responsibility (executive and middle management grades) so that the balance can be significantly redressed over a period of three years;
- make it easier for everyone, women and men, to reconcile work and family obligations;
- foster an organizational culture and working environment that are increasingly sensitive to diversity and capable of growing resources.

## *Stages of the Plan*

### **Listening:**

- focus group formed by representatives of different categories of women: network personnel (store directors, assistant managers and operatives from different parts of the country) and office personnel (executives, middle managers and office workers).
- focus group formed by representatives of different categories of men: network personnel (store directors, assistant managers and operatives from different parts of the country) and office personnel (middle managers and office workers).
- Interviews with male executives.

### **Aims:**

to identify and map the expectations and needs of various segments of the community in order to define further plans to improve the situation.

### **Action:**

the results of the listening stage show that improvement initiatives should move along three main lines, in support of:

- professional and career development;
- reconciliation between work and family;
- quality of the working environment, especially in terms of safety.

In 2008, our organization in Italy will start to codify best practices (organizational and personal) which may also serve as guidelines for Group operations in other countries.

## Gruppo Pirelli & C.

### **Managing the respect of Equal Opportunities in the Company: the Group Equal Opportunities project.**

The Group Equal Opportunities project is part of the sustainable management of the Group Pirelli.

The project begun in 2005 with the objective of ensuring equal opportunities for professional growth in all Group's functions and environments, without any form of discrimination on the basis of sex, marital status, sexual orientation, religious and political beliefs, union membership, color, ethnic origin, nationality, age or disabilities.

The goal of the project is to enable the company as a whole to manage the issue of Diversity in an advanced and effective manner as it strives to achieve its business results.

### *La governance delle pari opportunità*

#### **The governance of Equal Opportunities.**

The focal point to approach the proactive management of Equal Opportunities in the company is the formal taking on of responsibility by the top management.

Top Management declarations should be consolidated through appropriate communication of commitments, both to employees and to external stakeholders, with the aim to be tracked actions already taken or to be undertaken from all subjects who hold specific interests.

The commitment reserved by Pirelli for the respect of Equal Opportunities at work finds expression in the "Group Equal

Opportunities Statement", signed by the Chairman.

The Equal Opportunities Statement, translated in the main languages commonly spoken in the Group, has already been conveyed to all employees - both electronically and in hard copy - with an introductory note signed by the Chairman. The Document is published in the Pirelli Group's website and can be accessed by the external community in the "Sustainability" area.

Respect and promotion of Equal Opportunities are also expressly covered by the Group Ethical Code and the "Health, Safety and Environment" policy, also distributed in local language within the Group; both can be consulted by the external community in the Sustainability section above mentioned.

#### **The organizational structure**

In order to implement the commitments taken, roles, responsibilities in the management of Equal Opportunities must be identified and clearly formalized within the organization.

Pirelli in 2005 has formally appointed, under the Chairman's recommendation, an Equal Opportunities Steering Committee, a high-level body responsible for steering business plans with regard to Equal Opportunities. At the same time, in order to run the operational implementation of the Equal Opportunities project within the Group, to pursue a more balanced organization and to monitor the evolution of Equal Opportunities to all affiliates, it has been

appointed a Group Equal Opportunities manager. The organizational structure was completed during the year 2006 with the appointment of Country's Equal Opportunities managers, responsible for steering and monitoring the evolution of Equal Opportunities at local level.

### **Internal Equal Opportunities safeguarding and reporting procedures**

In order to ensure the full protection of equal treatment principles mentioned in the Equal Opportunities Statement, Pirelli introduced to all its affiliates the Internal Equal Opportunities safeguarding and reporting procedures.

On the basis of these procedures "If an employee feels that he or she has been subjected to harassment or discrimination, in addition to recourse to the legislation governing such issues, he or she may take advantage of the following procedure:

- The worker should contact his/her superior and the Human Resources Manager of his/her company in writing;
- Whether the worker feels that the problem could not be dealt with thoroughly and properly, he/she should contact the Country Equal Opportunities Manager (e-mail address: eom.milan@pirelli.com; internal e-mail to: Equal Opportunities Management, IT).

The Country Equal Opportunities manager functionally reports to the Group Equal Opportunities manager.

The involvement of the superior respects the principle that, in case of problems at work, the first worker's reference is the head executive.

However notice the discretion left to the worker about the choice of "jumping the boss" and addressing straight to the Country Equal Opportunities Manager where this is necessary for objective reasons, or simply for a more comforting subjective point of view.

The audit done by the Group Equal Opportunities Manager, it is necessary besides for the monitoring, for a further guarantee of seriousness in dealing with events reported, while the writing of the complaint seeks to prevent activation's abuses of the procedure.

The procedures also clearly provide for rules about the seriousness, impartiality and confidentiality with which the reports must be treated, with the utmost respect for the rights of individuals possibly involved, firmly excluding any initiative of reprisals against the person who carried out the report, except in law violation cases.

It is finally provided that, whether established the truth of reporting, the company should adopt every measure to protect both the worker who triggered the process and the Company itself. Similarly, the company will adopt appropriate measures in case of proven abuse of the procedure's activation.

### **The appropriate planning actions and the steady monitoring of results achieved.**

The project has involved a careful analysis company at first, which has followed the identification of improvement's areas together with the identification of positive actions by the Equal Opportunities organizational structure, to be implemented at Group level or a specific affiliate within right manners and right time.

The implementation action level and the trend of Equal Opportunities indicators are monitored through a periodic report on qualitative and quantitative results by the Equal Opportunities Country Manager towards the Group Equal Opportunities Manager.

The management of Equal Opportunities also makes use of an IT system that allows traceability and clarity on the performance indicators.

### *Positive actions*

Pirelli's project provides for the deployment of multiple positive actions in support of Equal Opportunities, in all areas covered by the Group Statement. Then, the project does not refer only to equal job opportunities for men and women.

Being this toolkit focused on equal job opportunities for men and women, will be highlighted as follow the positive actions related to this area.

There are two main action areas identified:

1) human resources management, is inspired by the principle of capitalization diversities, ensuring equal opportunities of professional growth;

2) work-life balance, which substantiates the commitment assumed by the Group, by providing to rise attention to the needs that from time to time will emerge. They assumed, for example, initiatives that could affect the timing of work and the support to family.

The following is a breakdown of positive actions implemented by the Group in the two areas.

It is clear that the first action area is a challenge that presumes the specific intention to really influence corporate mentality. To this end, the Company has undertaken to implement specific "positive actions" for selecting, developing and training human resources, and also to implement the dialogue towards the internal community, and trend wages.

#### *Selection:*

- Establish a joint male-female short list as a basis for the selection process at any level of the organization;
- Monitoring the compliance to Equal Opportunities during the selection interviews through compilation of a postcard feedback (short and anonymous questionnaire) by candidates, as result of the interview;
- Implementation at country level of hiring local periodical control mechanisms, monitored by the Equal Opportunities Manager;

- Promote tailor-made measures in functional areas that most lack balance, in order to increase, over the medium term, the presence of women.

*Development:*

- Qualitative and qualitative monitoring of the respect of Equal Opportunities in the following areas:
- Offer of training initiatives, experience of international mobility, new roles opportunities;
- Analysis stages and evaluation related to career paths, such as those relating to promotions level, interventions on salaries, etc...

*Training:*

- Organization of specific training aimed at raising awareness within the organization as regards the issue of valorizing diversity. Inclusion and dialogue towards the international community:
- Writing of a leaflet describing the main contents of the project, translation in the main languages spoken by Group's employees and distribution, both electronically and hard copy versions, to all Group's employees.
- Inclusion of a chapter devoted to Equal Opportunities (career and not only) in the Group opinion survey.
- Intranet section dedicated to the project.
- E-mail address dedicated.
- Relations with local trade union representatives.

*Trend wages:*

- Periodical analysis of wage trends by gender/role held, in order to determine the existence of any pay gaps.

The **second action area** is closely related to work-life balance initiatives and is linked to the typical socio-economic frameworks of individual countries where the Group operates.

A typical action in this regard is the creation/grant of nursery, which are part of the company or in the proximity.

Other action relates to the management of international mobility, for which Pirelli, in order to reduce the difficulties of work-life balance related to intra-group mobility, offers flexibility responses and particular attention to family needs.

Over the past 5 years, for example, has been reduced the maximum period of expatriation from 5 to 3 years, thus resulting in a greater rotation of people on the strategic development Group's positions, and at the same time meeting families' needs and the dual careers issue, by introducing the possibility of commuting.

*For any further information:*

[www.pirelli.com](http://www.pirelli.com)  
Sustainability section

## The Poste Italiane Group

### *Equal Opportunities in Poste Italiane*

The Poste Italiane Group's headcount amounts to 150.000 permanent employees. Poste Italiane is then first Italian Company by number of employees. Women presence counts for almost 50%, and it represents almost 1 % of the total amount of employed woman in 2006. Starting from such awareness Poste Italiane considers the enhancement of differences and equal opportunities as guiding principles indicated in the Group's Ethical Code.

Those principles comply with the provisions of National Collective Labour Agreement on workers' dignity and rights, access to training programs, and on staff's enhancement and skills development. Furthermore, Poste Italiane aims at a system of contractual solutions (flexibility, part time on volunteer basis, telework, personal working hours account) and of social policies aiming at facilitating the implementation of work life balance initiatives.

Moreover the Memorandum of Understanding on CSR signed on July 31 2007 with Trade Unions, aside of the new National Collective Labour Agreement, indicates further areas of intervention, in particular referring to work life balance policies and to the implementation of "ad hoc" training projects focused on women and their managerial skills development to "smash the glass ceiling".

Sectoral Trade Union's organizations take part in the definition of those initiatives

aiming at promoting Equal opportunities also within the Equal Opportunity Committee (C.P.O.).

The C.P.O. of Poste Italiane has been conceived as one of the joint committees through which employees' participation is guaranteed by means of their representatives, in order to improve work quality and corporate atmosphere.

Poste Italiane S.p.A's Social Relation's model is based on the concept of orchestration, through which Social Partners, mutually respecting each role and autonomy, accompany the development process and meet the Company's and the Group's objectives and strategies.

### *Staff Recruitment*

The recruitment process for permanent staff, both at managerial and staff level, are regulated by a specific procedure that sets the rules for the collection of Company's recruitment needs to identify qualified potential candidates and more appropriate recruitment channels related to the professionals roles to be filled (self-candidacy, graduates list from universities, job meetings, Head Hunters, recruitment agencies) and to the recruitment process's steps. This procedure specifically refers to the principles reported in the Ethical Code, with the exclusion of the implementation of any sort of sexual discrimination.

## *Key systems for Human Resource's Development*

### **Orientation Assessment Centre sessions**

The staff's evaluation and enhancement systems in Poste Italiane considers the numerosness of Company's population, its professional diversification and its very distribution all over the national territory. In particular, as far as personnel assessment is concerned the Company has set an Orientation Assessment Center (ACO) to gather information on development's potentiality and professional orientation to fill intermediate managerial roles.

The assessment is based on the so called concept of "organizational expertise" defined as "observable behaviour" (deriving from theoretical and specialist knowledge, capabilities and employee's behavioural/organizational attitudes) that can be recognized as Company's assets.

Through such method the assessments' factors, the scale of evaluation, and the evaluation's scores are identified.

The process is based on:

- A preliminary information to staff to be assessed on the objective of the initiative;
- The Participants direct involvement in specific assessment sessions;
- An observation of individual and "in group" behaviours in "ad hoc" created situations;
- A feedback, based on the results achieved, to the participants.

The objective of ACO is to gather information on potential development expertise (on 5 levels) and on the prevalent profes-

sional orientation (on six clusters of competence: management, operational coordination, professional, commercial, technical/specialist and front end coordination ) of assessed staff. In such a way the Company creates a sort of recruitment basin from which to draw a potential staff to fill vacant organizational roles, related to the above mentioned professional orientations.

The distribution of the ACO assessed staff based on sex, and, more important than that, of the personnel interested by the passage to a higher level as a consequence of the assessment, confirms the Company's non discriminating approach.

### **The "Talenti" project**

The objective of the "Talenti" project is to identify staff with high potential starting from a meticulous selection based on objective requirements, such as age, seniority, and educational qualifications. On such requirements it would then be possible to identify, among an extremely wide population, those resources that, otherwise, would have risked to be completely ignored by the Company, as not necessarily part of an assessment process requested by their supervisors. The "Talenti" are identified through a first database screening, among the very three most relevant levels of clerical roles. To such resources a self-assessment questionnaire, focused on expertises and motivations, is addressed to identify those resources to be involve in Orientation Assessment Centre sessions (ACO). The staff distribution on a sex basis confirms the use of unbiased recruitment criteria by the Company, thus keeping out from any kind of gender discrimination.

## “Dedicated Training Processes”

### **Staff reinstatement after a leave of absence**

The project, through Poste Italiane’s Equal Opportunities Joint Committee and the Bilateral Body for Training and Professional Retraining, aims at staff’s reinstatement after an extended leave of absence. Such initiative is related to Poste Italiane’s best practices on Flexibility provided by art.9 of law 8 March n. 53 referring to dispositions on maternity and paternity, on the right to care and on training for work life balance initiatives in the cities.

This initiative started with a need’s analysis, carried out through interviews referring to a sample of recipients (men and women front office operators) and their supervisors. Conceived as a simple training processes for those employees reinstating in office it has then become a real “reinstatement system” involving many actors within the Company through initiatives such as management interviews, reinstatement plans, training and support activities.

This project was characterized by an innovative approach, as the wide territorial distribution of the staff potentially interested by the initiative and the impossibility to create traditional training classrooms, suggested its implementation through virtual training (E-learning) now used also for other training initiatives.

### **Coaching for working mothers**

This project is part of the initiatives undertaken with the objective of a better work life balance, integrating and completing the process already started with the best practice “Staff’s reinstatement after a leave of absence”. Such project aims to involve new mothers and it refers to their level of satisfaction at work, enhancing their professional contribution in a crucial phase of their lives such as the one women have to face at work place once they become mothers. A positive effect on Company’s cost is expected as a consequence of turnover and absenteeism reductions.

A coaching methodology has been used that is to say a method to accompany workers through a structured communication. Self awareness is then stimulated in relation to actions to be carried out and the capability to develop and act towards the accomplishment of the results expected.

It is a one-to-one, and/or a group, professional relation to support people to achieve important results within the organization and in the professional/private life, thus improving personal performance and quality of life.

The Training is articulated in 4 sessions of individual coaching for managers and in 15 sessions of individual coaching for mothers (3 before child’s birth, 5 during the leaving period, 7 during the reinstatement in office). The project’s follow up consists of a virtual team coaching session (3 hours for managers – 4 hours for new mothers) in order to verify the results achieved.

*For any further information:*  
[info@posteitaliane.it](mailto:info@posteitaliane.it)

# IBM Italia

“Men and women will do the same kind of work for equal pay. They will have the same treatment, the same responsibilities and the same opportunities for advancement”.

Thomas J Watson, Founder of IBM, 1935

## IBM's heritage

IBM's commitment to Equal Opportunity dates back a long time. In 1953, 11 years before the US Congress passed the *Civil Rights Act*, Thomas J. Watson founder of IBM, signed the company's first “Equal Opportunity Policy Letter”, that was published and shared throughout the organization<sup>1</sup>. Since then, the principle of Equal Opportunity has gone through continuous evolution, embracing, in the 90's the richer and more complex concept of *Diversity and Inclusion*.

## Diversity and Inclusion

The term *Diversity* was first used in IBM in 1995 to define a precise strategy designed by the Corporation's CEO Lou Gerstner: recognize, manage and value diversity, different experiences and backgrounds, points of view and perspectives, contributing to richer ideas, company culture and skills, bringing thus bringing greater value to business. This strategy is summarized in IBM's Diversity and Inclusion Policy Letter, signed by the company's current CEO, Sam Palmisano<sup>2</sup>.

## The Dedicated Organization

Within the Human Resources Organization IBM has a team fully dedicated to Workforce Diversity. In each major country or IMT (Integrated Market Territory) the Diversity Leader is responsible for translating global

strategy into local initiatives, monitors results and integrates the activities carried out by the different workgroups and taskforces, who, at country and regional level, focus on specific areas or *constituencies*<sup>3</sup>.

The taskforces include both dedicated programme managers and Executive Sponsors, who have business responsibility but closely support the Diversity team, making sure that Diversity and Inclusion is always present in the executive agenda.

## Diversity and Inclusion in IBM Italy

Diversity management in Italy focuses strongly on women. The number of women in the company, as well as the importance of the roles covered by women is steadily growing, at rates that often exceed the European average trend. The *European Women Leadership Council* is one of IBM's key contributors and promoters of women's career advancement. The council is made up of top female managers from throughout the organization. Council members act as sponsors, and promoters of women's growing contribution to the company's business success. The Council works with senior management to increase the total number of women in IBM, as well as the female portion of managers and technical professionals and executives, by sharing best practices and encouraging specific initiatives. In addition to this, the council also aims at attracting an ever increasing number of female talents to be hired by IBM, promoting an inclusive culture, free of stereotypes. At Country level, local Women Leadership Councils translate the best practices shared in activities that meet specific local needs and priorities.

<sup>1</sup> Further information can be found at: [http://www-03.ibm.com/employment/us/diverse/equal\\_opportunity.shtml](http://www-03.ibm.com/employment/us/diverse/equal_opportunity.shtml)

<sup>2</sup> Further details can be found on: <http://www-03.ibm.com/employment/us/diverse/>

<sup>3</sup> Current Constituencies in the Pan-European region include: Gender Diversity, People with Disabilities, Cultural Diversity, Generational Diversity, GLBT (Gay, Lesbian, Bisexual, Transgender), Work and Life Integration.

### **The importance of networking**

IBM believes that networks are of vital importance. The same can be said for women's networks. Both internal and external networking is encouraged. WiT is an excellent example of an internal network. The Women in Technology (WiT) network was founded in 2003 by Karin Duermeyer, IBM Germany's first certified and IBM Europe's first *Distinguished Engineer*. The network's objectives are to increase the number of women in technical professions in IBM. It promotes and collaborates in the design of training programmes for women's career growth, providing mentorship and mutual support. To all women in technical professions. Italy's WiT chapter is very active, both in internal and external initiatives. Internally the network encourages women to take up technical careers, in collaboration with the company's training and learning team. Thanks to WiT there is a strong women's community, which organizes several different initiatives such as lunchtime workshops, mentoring programmes and coaching sessions. Italy's Wit community currently counts over 40 women actively involved as mentors. Externally, Italy's WiT encourages teenagers to take up maths and science at high school and at university, through a series of workshops organized in junior high schools by WiT volunteers<sup>4</sup>.

### **Training**

Education is an important component of Diversity Management. In addition to training

programmes that cover broader aspects of Diversity & Inclusion, IBM employees and managers have the opportunity to attend different modules, both in class and on-line, aimed at the identification and removal of barriers caused by stereotyping. One particular initiative includes a workshop that focuses on Mindset. In these workshops, managers and their teams concretely work to identify existing and potential barriers to the advancement of women, and they work on creating a solid action plan aimed at development.

### **Measurement and Monitoring**

To assess the effectiveness, in terms of equal career opportunity, of all initiatives, a gender scorecard is constantly updated and monitored, where top management places special focus on the progression of the female portion of all IBM employees (total population), of IBM managers, of IBM technical professionals and of IBM executives. Data is shared and discussed with senior management on a quarterly basis, both locally and at corporate level. These quarterly reviews aim at identifying areas of improvement, priorities and the possible need for new programs in response to new needs that may arise. Hiring and attrition are also monitored, as well as the participation of women in talent and management development programmes.

*For further information on Diversity & Inclusion in IBM:*

[www-03.ibm.com/employment/us/diverse/](http://www-03.ibm.com/employment/us/diverse/)

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<sup>4</sup> These workshops are part of an international programme called K12, that stands for "Kindergarten to Grade 12" In 2007 the programme in Italy covered over 300 school children.

# L'Oréal

## *L'Oréal Company's claim*

L'Oréal strongly believes that developing people is the essential driver of business performance.

Particularly, diversity is a basic value for l'Oréal, a strategic must-have: from the team structure, to developed products, l'Oréal always considers diversity a priority.

Every woman, every man, is unique: this can be seen in her/his backgrounds, culture, traditions, beauty rituals, age, kind and colour of skin and hair.

Our job, cosmetics, is based on respect of all these differences. It is based also on understanding and satisfying different ambitions, thanks to our several products and brands.

L'Oréal is constantly committed to promoting diversity:

- encouraging women in entering top management positions, in order to match a real parity on all internal functions;
- encouraging the inclusion of disabled people;
- To pass on the concept of respecting diversity in the company and to all consumers. This means also to educate all employers (whatever level in the hierarchy) in diversity as far as nationality, ethnic or social group, age);
- Capitalize on the cultural diversity of people, extending their careers, enhancing their experience.

## *Main results - 2006*

- In 2004, the Company signed the "Charte de la Diversité" in France, thus enabling the creation of a new internal structure of Global Diversity Management, with its own operational budget. The team is framed and interacts with a French local network (22 observers on Diversity), plus an international staff composed of Country Diversity Managers delocalized in all branches. These Managers are responsible for spreading values and procedures as far as diversity and equity is concerned.
- The Company launches a 2 days Diversity training programme, aiming to train/educate 8000 managers in 32 countries by 2009.
- The Company keeps on promoting the presence of women-managers: globally, 54% of management and the 34% of managing committees.
- The Company developed the new Code of Business Ethics, focused on the respect of the human being as a main value.

## *L'oreal and the career equal opportunities in italy*

L'Oréal has always been a professional magnet for women: products, brands and the relevant frame, create a natural interest for the female world.

For women – University students – l'Oréal represents the 2nd ideal employer (the first one is a fashion company – source

Universum 2006) and 67% of all CVs received in 2007 (65% in 2006) come from women.

These facts about attractiveness and corporate image of employer branding, together with the above mentioned culture, values and company's beliefs, have always favoured/encouraged the integration of women in the Company.

### *Framework analysis*

The analysis of the **external job market** (or potential = high schools/university), is an important indicator in determining the availability of female resources compared to its own reference market. The availability is therefore essential.

In Europe, women represent more than 54% of people between 20-24 years old, attending university and composing 40% of graduates in economics subjects (source: Eurostat).

Company's recruitment policy is generally targeted to graduates: in 2006, 40% of new staff are women and their career profiles hold at least 3 years-experience (69%). Therefore, University is the preferred recruitment source, and in Italy 58% of graduated are women: this shows how this context is fruitful for recruiting women.

### **Internal market analysis**

In Italy, 52% of the company's employees are women, and 32% of expatriated managers are women. In Italy, women are 42% of management and 37% of managing committees.

This percentage must be split uniformly among the company's offices: marketing (62%), auditing, human resources, logistics. The female percentage lowers as far as sales department is concerned (essentially concerning a job out of premises) and so not always in step with women's personal needs. Generally speaking, reasons and ambitions are for the Company a criticality for developing careers. In this context, the women reaction is absolutely adequate and comparable to the men's world.

### **Personal development**

In order to favour career development, l'Oréal nourishes a remarkable set of training activities and also a process of professional skills acquisition "on the job",

In 2006, internal specific surveys remarked that 60% of the interviewed employees feels a high investment with responsibility (source: Great Place to work).

Moreover, every year a specific training program involves 80% of all managers (last data: 2006), of which 50% are women.

From 2007 on, in Italy all employees will attend an additional training session concerning diversity, in order to spread the company's culture on the matter.

In 2006, 53% of promoted managers were women.

Positions being equal, salaries/total remuneration are similar between men and women. The Company does constant survey on the matter (benchmark, peer group fmcg area) and has adopted a long term job evaluation/job mapping system as far as salaries and positioning analysis are concerned.

### **Retention**

54% of spontaneous resignation comes from women. Therefore, there is no specific or peculiar survey/case linked to it. In addition to the above mentioned retention levers (concrete and enforced company's values, compensation and rewarding systems, careers and training), an essential role is played also by the "welfare" that contributes to create a sense of belonging to the company.

*For any further information:*  
diversity@it.loreal.com

## Roche Diagnostics

### *Personal development in the Equal Opportunity context*

Roche Diagnostics attaches great importance to its employees, inserting them in a genuine best place to work that allows each one to develop his or her own talents and capabilities.

Women constitute 34% of the total RD headcount (around 500 people), demonstrating the importance attributed to the female presence by the company.

### **Employment contracts**

RD hiring policy gives preference to open-term contracts, with 492 employees working on this type of contract at the end of 2005 and only 3 on fixed-term contracts.

### **Flexible working**

The ability to conciliate work and private life is increasingly being viewed as the most valuable benefit made available by a company. RD encourages flexible working by providing flexible starting and finishing times, maternity and paternity leave and unpaid leave plus the possibility of part-time work. Each employee is expected to manage his or her work responsibly and autonomously, giving his or her contribution for the creation of a stimulating and gratifying workplace. Employees can start work from 8.00 a.m. to 9.30 and finish at the end of the day in accordance with their starting times. Within a set amount, any time worked in excess of contractual

hours can be recovered on a monthly basis. At the discretion of the employee concerned and with the consent of the employee's immediate superior, these extra hours can be taken off on Monday morning or Friday afternoon, up to a maximum of twice per month.

Employees that have to sit exams, see doctors or undergo medical treatment during normal working hours are allowed a given amount of time off, including for travelling.

### **Talent Management**

The Talent Management programme was launched in 2004. This assessment and valorisation approach enables RD to identify the best resources and organise development programmes to foster potential high flyers and guide them towards the appropriate career development paths. The programme provides an intensive two-year training course, divided into different stages. There is an initial assessment session for a qualitative definition of the capabilities of each participant, that leads to the definition of the Capabilities Development Plan that includes both an individual plan and a collective training plan. This stage initiates the Talent Academy, which constitutes a genuine customised management training plan. Equal numbers of men and women take part in the Talent Management Programme.

### **Professional growth**

RD invests resources to enable its employees to grow and develop their own specific skills. Investing in training means focusing on human capital as the decisive factor for future success.

On average, each employee received 54 hours of training in 2006. The training programme also included the organisation of safety courses, with particular reference to biological risk, aimed at technical assistance and sales personnel of the laboratory area. Stores personnel receive periodic training or safety in the workplace, driving of forklift trucks and manual handling of loads.

### **Assessment and incentivitation**

RD operates its own performance management system via a Management by Objectives or MBO programme which permits annual assessment of the level of achievement of preset personal objectives. Currently, all the personnel (men and women who have been assigned greater responsibility within the company - corresponding to around 70% of the total headcount - are involved in the MBO incentive system. RD has also developed a qualitative assessment model that covers all employees with the objective of discovering and exploiting to the full the personal capabilities of all its employees.

The Performance Management model assesses individual performance by identifying result areas, defined on the basis of macro-roles and skills and characterised by a process of comparison and feedback between the employee and his or her immediate superior.

The system became fully operative in 2007 and is accompanied by a professional development plan that constitutes an effective tool for increasing knowledge and the growth expectations of the employees.

### **Benefits**

Roche Diagnostics implements a variety of services for the employees, including:

- Health insurance (Unisalute) which covers the medical expenses of the employee and the employee's family in the event of sickness or accident up to a maximum of € 50,000 per year.
- A voluntary free preventive medicine plan that all employees are invited to join.
- Medical and nursing assistance on the company's premises.
- A Library, including a newspaper section, video library and an English language section.
- CRAL – the company recreation club which also offers a range of household products at favourable terms plus a variety of leisure activities such as sports events, cultural trips at special prices.
- Two bank outlets.
- Free assistance for filling in tax returns.
- Free daily bus and coach service for employees.

- Subsidised company canteen located in an attractive modern building with a purely token payment.
- Time off, including travelling time, for employees that have to undergo medical examinations or therapy during normal working hours.

*For more information:*

[monza.infodia@roche.com](mailto:monza.infodia@roche.com)

# Telecom Italia

## *Measuring equal opportunities for career development in Telecom Italia SpA*

### **The Global Compact Principles**

The Telecom Italia Group communicated its commitment to Equal Opportunities for the first time in 1999, including a paragraph on gender equality in the Sustainability Section of its Financial Statements. In defining and implementing its Sustainability strategies and programs, the Telecom Italia Group refers to the guidelines issued by the most important organizations for the world-wide standardisation of Corporate Responsibility, in particular those issued by UN Agencies and Programs for the Environment and Human Rights and by OECD (the Organisation for Economic Cooperation and Development). Since 2002 Telecom Italia has adhered to the principles set out by Global Compact, the main world reference that was launched in 2000 by the UN to promote environmental conservation, respect for human rights and labour standards, and anti-corruption practices.

### **Metrics and Global Reporting Initiatives**

The Group's performance analysis and reporting are based on a multi-stakeholder approach and on a set of KPI's (Key Performance Indicators), some of which are focused on equal opportunities. The KPI's have been developed on the basis of the guidelines issued by the GRI (Global Reporting Initiative), a multi-stakeholder organization whose purpose is to establish

and spread principles for Sustainability reporting. The KPI's also take the above-mentioned Global Compact principles into consideration as well as the guidelines issued by the main Rating agencies (SAM for the Dow Jones Sustainability Indexes, EIRIS for FTSE4Good, SIRI, Vigeo, Ethibel, and E. Capital Partners) for the purpose of admission to the Sustainability stock-exchange indexes.

## *Professional Growth Programs for Women*

Since 1999 Telecom Italia SpA has monitored the women's presence in the various professional categories of the organisation, communicating externally its commitment. The following chart shows the increasing trend over this period.

### **Percentage of women vs. total workers for professional category in Telecom Italia S.p.A. from 1999 through 2006**



### **Quantitative Objective**

The Telecom Italia Group has defined a quantitative target relative to Equal opportunities for 2007: in view of increasing the number of women operating in the Group. Such target has been included in the 2007-2009 Sustainability Plan and is published in the Sustainability section of the Group's Internet website.

### *The Telecom Italia SpA "winner welfare"*

Balancing the private and working life is a possibility today. And it can be done by taking the appropriate welfare measures. For these reasons the "Welfare in Telecom Italia: Equal Opportunities for all" project won a prize from the the Labour & Life contest, promoted by the Province of Siena during the Forum on Reconciliation. Focus on women in the company and work-life balance issues aren't new to Telecom Italia, but an ever-present focus that gained prominence through the "Women's Project" (2003), an initiative whose objectives are to value women's talent and to introduce support measures that help balance their work and family commitments.

In 2005 a new operative structure was born in Telecom Italia: Welfare for employee well-being and equal opportunities. This group establishes reconciliation policies based on the requirements of the Group's employees in order to better the quality of life both at work and in private life.

### *Main Welfare Initiatives*

#### **Equal Opportunities**

- Time off for mothers and fathers: "time chequebooks" for employees up to the fifth level (according to the Italian labour contract) with children aged between 1 and 8, with 150 hours of time off every year to be repaid with overtime;
- Paid time off for expecting mothers and fathers to attend pre-natal courses with up to 12 hours per month to be made up at a later time;
- Temporary part-time, 1-year part time assignments renewable year by year, granted to mothers with children between 1 and 8 years of age);
- Loans for mothers and fathers: low-rate loans from 1,500 to 2,500 euro for mothers and fathers with children up to three years of age, to be paid back after a period of 12 months in 18/24/36 instalments;
- Children day.

#### **For the Family**

- Childcare centres: Childcare centres at company sites have already been opened in Rivoli (TO), Naples, Palermo, Milan, Ancona and in Rome where there are two. An additional childcare centre will be inaugurated in Rome in 2008. The opening hours coincide with the different work shifts. The company covers the majority of the fee for this service;

- Traditional summer holiday camps and thematic summer holidays;
- Scholarships for overseas study (4 weeks, 1 year);
- Company loans: to buy a house, for house renovations or for other reasons.

### **Time-Saving**

- Personal affairs service (administration, post office, insurance, etc.), in 20 corporate offices (Turin, Milan, Padua, Bologna, Florence, Rome, Naples and Palermo);
- Concierge, laundry and shoe services in two offices (Rome);
- Wellness areas, gym courses and postural classes in three offices (Rivoli, Padua and Rome);
- On-line shopping for goods and services at reduced/special prices as published on the company Intranet.

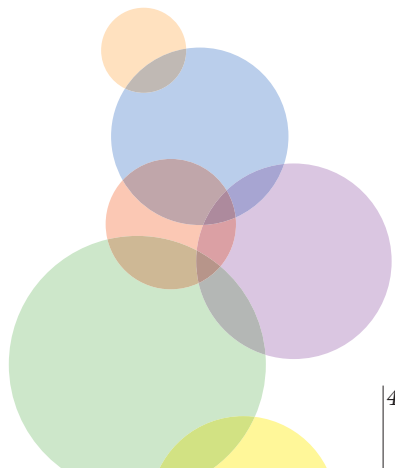
### **Communication**

- Welfare Internet website: [www.welfare.telecomitalia.it](http://www.welfare.telecomitalia.it);
- Welfare Intranet website: information and access to the different services;
- E-mail box: a way for employees to provide direct feedback, suggestions, new ideas, etc;
- House organ: “Noi Magazine”, with a section dedicated to Welfare issues.

*For more details:*

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Download the full Toolkit (.pdf format):

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