

# OUR COMMITMENT



**IGEN - BUSINESS FORUM FOR EQUALITY\***  
2016 REPORT

\*IGEN - FÓRUM EMPRESAS PARA A IGUALDADE





## PREFACE

*“We must achieve gender equality  
in our day-to-day life.  
We must feel that it is important.”*

“(…) First and foremost, I am touched by your cause, as gender equality is, and has always been, one of my greatest concerns. And it could never be any other way. After all, I took an oath to uphold a Constitution that establishes the principle of equality as one of its foundational pillars, that assumes one of the primary goals of the State is to promote equality between men and women, that assumes the principle of non-discrimination based on sex in the pursuit of political office. And, indeed, in my speech to the National Assembly, I explicitly voiced my support for the fight

against the discrimination of women.

Also, because I am the president of a country that has been at the forefront of defending women’s rights in all international fora. Women’s rights are human rights, and these are matters that Portugal cares about and that I care about.

Moreover, I do not believe that a president has to be a woman to care about the rights of women. Women’s rights cannot be solely a feminine concern, but must be a concern for all: men and women. Many men have, in their own way, developed policies that ►





are more favourable and inclusive of gender than many women have when they wield power, whether in Europe, the Americas, Africa or Asia. (...)

Gender equality is a way of life. Making declarations is not enough. Creating a legislative framework is not enough. We must achieve gender equality in our day-to-day life. We must feel that it is important.

Educating young people, strengthening the power of women in society, these are not, as Madeleine Albright would say, "soft issues". They are rather "hard issues", that often may make the difference

between poverty and wealth, between radicalism and moderation, and even between war and peace.

Consequently, I evoke the voice of a very brave young woman who risked her own life to defend young girls' access to education. At just 16 years old, Malala said, "One child, one teacher, one book and one pen can change the world."

Education houses the touchstone for the development of fairer societies, where being a woman is not synonymous with less opportunity. Without education, there is no strengthening the power

of women. Without education, there are no equal circumstances. Without education, there are no female diplomats. Without education, there is no equitable distribution of power between men and women. (...)" ●

These statements, duly authorised to be reproduced here, were taken from a speech given by the president of the Republic of Portugal during a meeting of member ambassadors and delegates of the Foreign Affairs Commission.

Belém Palace, 14 March 2016



*“Gender equality is more than a goal in itself. It is a precondition for meeting the challenge of reducing poverty, promoting sustainable development and building good governance.”*

KOFI ANNAN

Kofi Annan, founding president of the Kofi Annan Foundation, is a Nobel Peace Prize recipient and served as the United Nations Secretary-General between 1997 and 2006.

With his Foundation, Kofi Annan seeks to mobilise political will as a means to overcome threats to peace, development and human rights.



# INTRODUCTION

- ▶ **ACTIVITY**
- ▶ **INTERVIEW**
- ▶ **TESTIMONIALS**
- ▶ **TASK FORCE**

In this report, the member organisations affirm, strengthen and display their collective culture of social responsibility and justice, incorporating principles of gender equality and non-discrimination in their management strategies, showing a clear commitment to promoting labour and employment equality, providing parental leave protection and reconciling professional, family and personal life.

[MORE INFORMATION HERE](#)



# PORTUGAL IN 2016: KEY MILESTONES

*“In January, 39 companies joined and renewed their commitments, 11 of which were new. In December, another 21 joined the group, making it the most robust in its commitment to promoting labour and employment equality (...)”*

## 31st PLACE

**POSITION OCCUPIED BY PORTUGAL  
ON A LIST OF 144 COUNTRIES**

*Global Gender Gap Report - 2015*



In 2016, the topic of gender equality in labour and employment brought two issues, which are not exactly novel, into the spotlight. Salary inequality and imbalances in power and decision-making, both areas in which women are disadvantaged, persisted as social and economic issues, recognised by national symbolic dates to raise awareness of them, such as the “National Equal Pay Day”, as well as public and policy debate surrounding the creation of regulations to minimise the existing differences between men and women on the administration boards of Portuguese companies.

It was also the year when the World Economic Forum published their international Global Gender Gap Report, analysing areas such as education, health and survival rates, economic opportunities and political participation. On the list of 144 countries, Portugal placed 31st. Moreover, this report indicated that it would take 170 years to achieve effective parity in terms of gender equality, a step back in relation to the 118 years predicted in 2015. ▶



*“May 2017 continue to allow us to positively ‘infect’ other organisations (...)”*

But, there were also successes in 2016...

The ceremony of the Signing of the Portuguese Letter for Diversity, sponsored by the High Commissioner for Migrations, the Commission for Citizenship and Gender Equality, the CITE - Commission for Equality in Labour and Employment, the National Rehabilitation Institute, GRACE and the Aga Khan Foundation;

The launch of the national campaign for the Reconciliation and Use of Time, sponsored by CITE and CESIS - Research Centre for Social Intervention and the national campaign for the promotion of

equality, ACT- Working Conditions Authority/CITE, sponsored by CITE and CESIS, stood out for being initiatives that catalysed synergies with a view to creating better and greater awareness.

These successes reflect, therefore, the concern of various social agents, joined together to promote equality and fight discrimination.

We must also mention the release of the book *Use of Time by Men and Women* in Portugal, which took place in September and was sponsored by CESIS and CITE. ►





JAN 2016



DEC 2016



**+11**  
NEW

**+21**  
NEW

This research project, carried out by a team led by Heloísa Perista, included a national survey of a statistically representative sample of the Portuguese population regarding the use of time, with the goal of providing an updated report on time usage. Completed over 16 years after the last national survey, this project concluded that women spent an additional 1 hour and 45 minutes per day on unpaid work than men did.

It was also a year of change for the IGEN - Business Forum for Equality. In January, 39 companies joined and renewed their commitments, 11 of which were new. In December,

another 21 joined the group, making it the most robust in its commitment to promoting labour and employment equality, with parental leave protection and reconciliation of professional, family and personal life. The year closed with the participation of 60 organisations.

May 2017 continue to allow us to positively “infect” other organisations, and above all to grow as a network around a common commitment to develop gender equality measures in the respective internal policies! ●



*"The first equality is justice."*

VICTOR HUGO

Victor-Marie Hugo lived during the 19th century and was a novelist, poet, playwright, essayist, artist, statesman and French human rights activist.

He is the author of *Les Misérables* and *Notre-Dame de Paris*, among other timeless works of enormous literary notoriety.



# ACTIVITY

- ▶ **DIMENSIONS OF EQUALITY**
- ▶ **CHARACTERISATION OF THE ORGANISATIONS**
- ▶ **ANALYSIS OF THE IMPOSED MEASURES**
- ▶ **FACTORS OF SUCCESS AND CONSTRAINTS**
- ▶ **OVERALL ASSESSMENT**

Participation in the IGEN - Business Forum for Equality presupposes the definition and fulfilment of measures that will be adopted by each organisation, corresponding to the implementation and/or refinement of internal policies regarding gender equality.

The proposed measures have the goal of responding to identified internal needs and are framed within 9 dimensions of equality.



# DIMENSIONS OF EQUALITY

**1.** Mission and values of the organisation

**2.** Recruitment and hiring

**3.** Lifelong learning

**4.** Compensation and career management

**5.** Social dialogue and worker and/or representative organisation participation

**6.** Duty to respect the dignity of men and women in the workplace

**7.** Information, communication and image

**8.** Reconciliation of professional, family and personal life:

- New forms of work organisation

- Direct benefits to workers

- Direct benefits to workers' family members

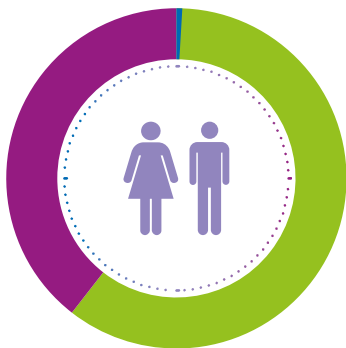
**9.** Parental leave protection and family



## NUMBER OF PEOPLE EMPLOYED BY THE ORGANISATIONS

COMPRISING THE IGEN - BUSINESS FORUM FOR EQUALITY

- <10 PEOPLE MICRO BUSINESS
- ≥ 10 to 49 PEOPLE SMALL BUSINESS
- ≥ 50 to 249 PEOPLE MEDIUM BUSINESS
- ≥ 250 PEOPLE LARGE BUSINESS



- 0,2% SMALL BUSINESSES
- 60,5% MEDIUM BUSINESSES
- 39,4% LARGE BUSINESSES

34%

OF THE ORGANISATIONS

that comprise the IGEN - Business Forum for Equality have over 1,000 employees.

# CHARACTERISATION OF THE ORGANISATIONS

The definition, fulfilment and sharing of the adopted goals regarding gender equality continue to be the essential premises for the participation of an organisation in the IGEN - Business Forum for Equality.

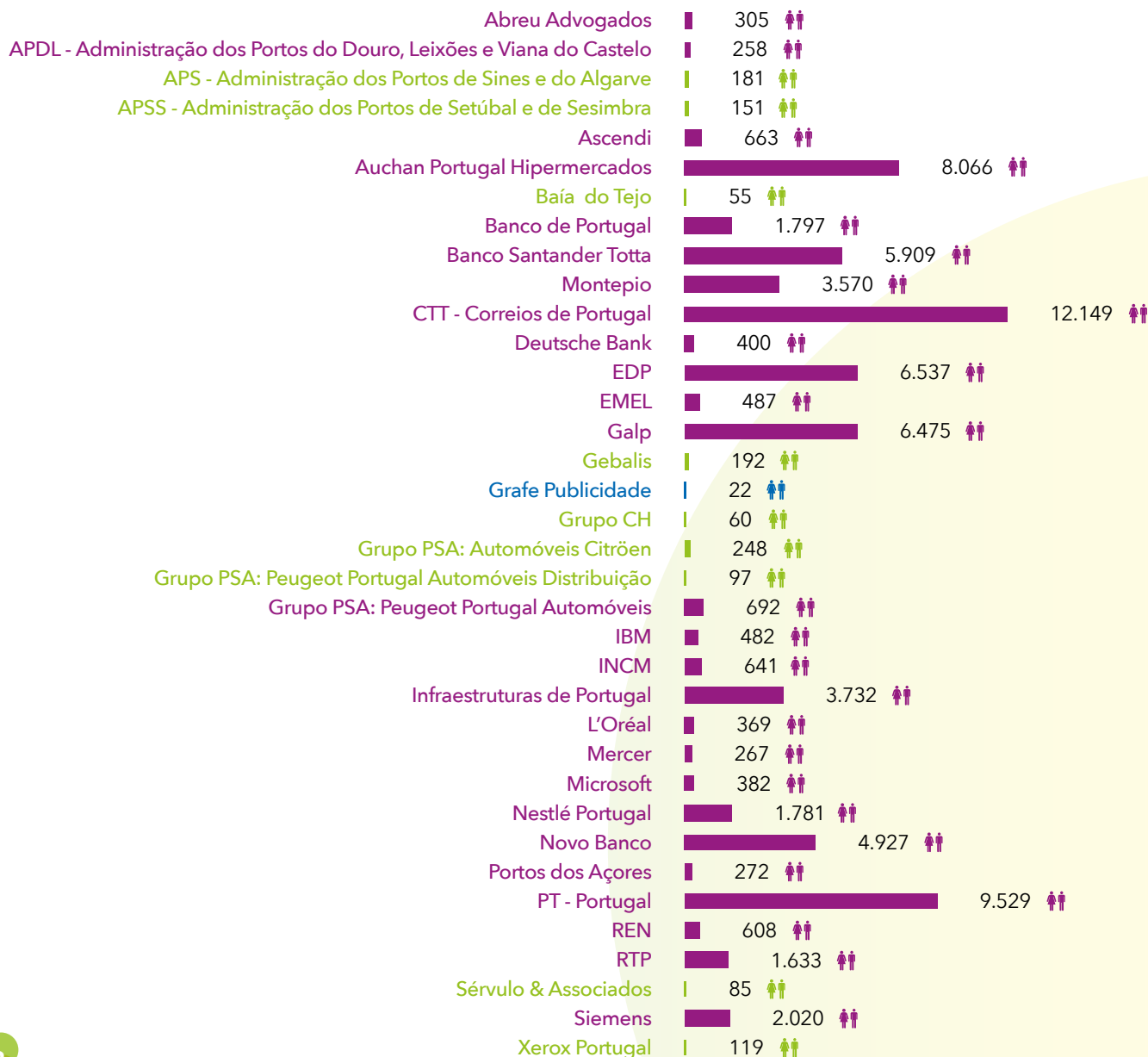
The self-evaluation carried out by each organisation allows for the identification of the dimensions of gender equality that need improvement and, consequently, the definition of the dimensions and measures to be implemented.

On December 31st, 2016, 39 organisations were part of the IGEN - Business Forum for Equality,

and together, they proposed to implement a total of 127 measures.

With the goal of monitoring those measures, a questionnaire was sent out to all of those organisations and returned with a 97% response rate. The questionnaire was intended to evaluate the degree to which each measure had been achieved, including a few that, despite not being part of the commitments assumed in the renewal or celebration of the membership agreements, were defined and/or implemented by the organisations and contributed to the fulfilment of the same objectives. ►

## TOTAL EMPLOYEES BY ORGANISATION

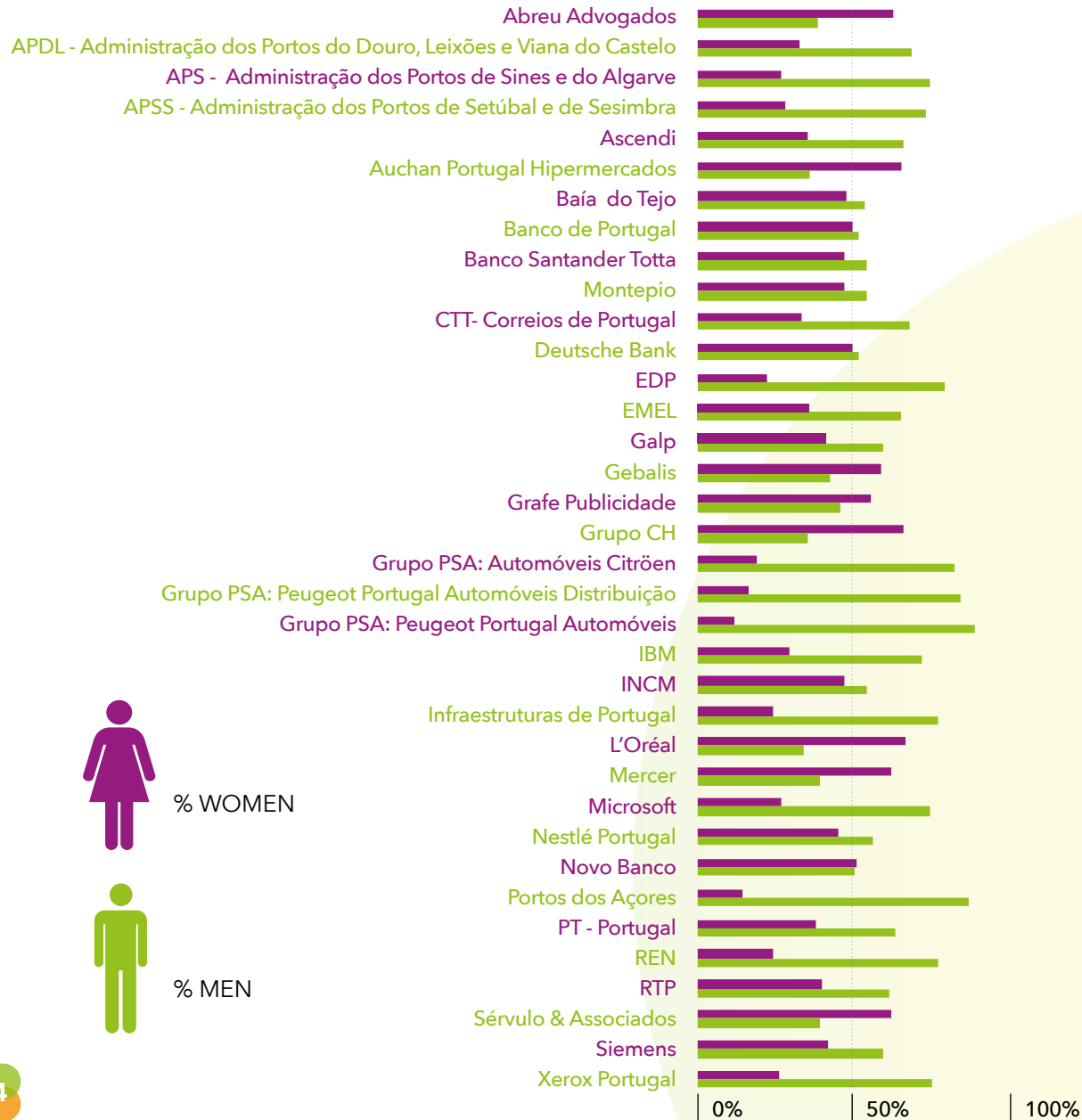


A response portion was also made available for the organisations to weigh in on their participation in the IGEN - Business Forum for Equality, as well as their evaluation of the dynamics and appropriateness of the shared good practices. ►

Automóveis Citroën S.A. and Peugeot Portugal Automóveis S.A. present joint data, making the number of mentioned organisations only 38.



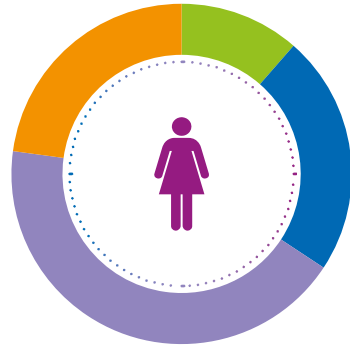
## TOTAL EMPLOYEE DISTRIBUTION BY GENDER



It was found that most organisations employ more men than women, in identical proportions to previous years.

These are sectors of activity that culturally employ a larger number of men, generating imbalanced ratios. Nevertheless, the IGEN - Business Forum for Equality analyses the data from a perspective of promoting a balance between the number of men and women, providing incentive for organisations to work towards achieving that balance. ▶

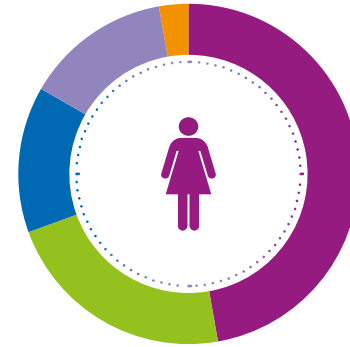
**% OF WOMEN  
IN THE ORGANISATIONS**



- **11% ORGANISATIONS** > 0% to 20%
- **23% ORGANISATIONS** ≥ 21% to 30%
- **43% ORGANISATIONS** ≥ 31% to 50%
- **23% ORGANISATIONS** > 50%

Of the 38 organisations that are part of the IGEN - Business Forum for Equality, 34% have no more than 30% female employees. This represents a slight improvement in female representation in relation to the previous edition (2015).

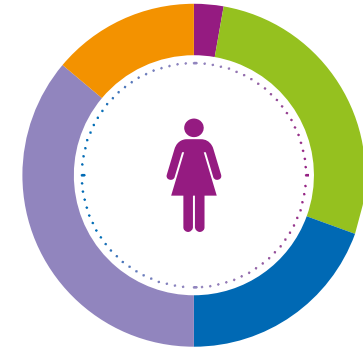
**FEMALE REPRESENTATION  
ON ADMINISTRATION BOARDS**



- **47% ORGANISATIONS** 0%
- **22% ORGANISATIONS** > 0% to 20%
- **14% ORGANISATIONS** ≥ 21% to 30%
- **14% ORGANISATIONS** ≥ 31% to 50%
- **3% ORGANISATIONS** > 50%

Of the total of 38 organisations, 17 do not employ women in administration positions (47%) and only 6 have an equal distribution of women/men at this hierarchical level.

**FEMALE REPRESENTATION  
IN MANAGEMENT POSITIONS**

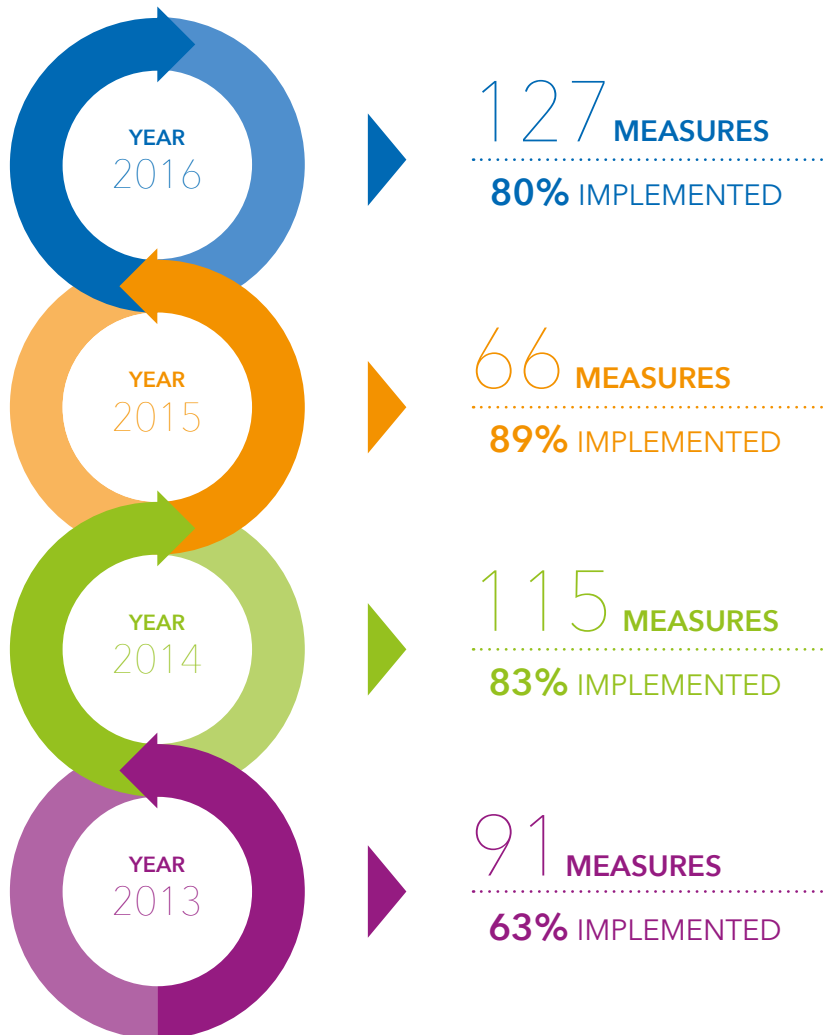


- **3% ORGANISATIONS** 0%
- **28% ORGANISATIONS** > 0% to 20%
- **19% ORGANISATIONS** ≥ 21% to 30%
- **36% ORGANISATIONS** ≥ 31% to 50%
- **14% ORGANISATIONS** > 50%

Regarding women occupying management positions, out of the same 38 organisations, 17 have a ratio of less than 30% women and only 4 have a greater number of women occupying these positions. ●



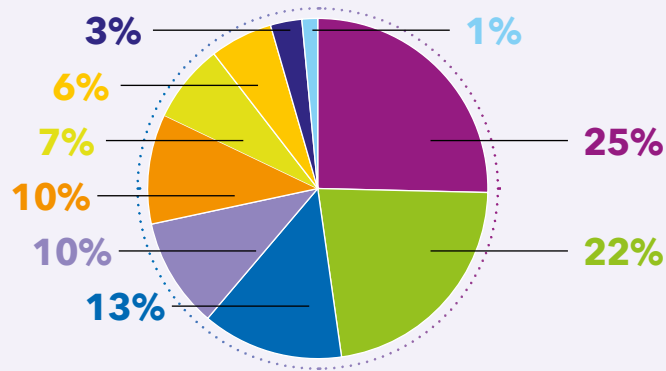
# ANALYSIS OF THE IMPLEMENTED MEASURES



On balance, of the measures proposed by the organisations for 2016, 80% were implemented.

The increase in the number of measures was notable, from 66 in 2015 to 127 for 2016, and on average, the number of measures exceeded 44%.

The total of the implemented measures is significant compared to previous years. ▶



- Reconciliation of professional, family and personal life
- Information, communication and image
- Lifelong learning
- Parental leave protection and family assistance
- Compensation and career management
- Company mission and values
- Duty to respect the dignity of men and women in the workplace
- Social dialogue and worker and/or representative organisation participation
- Recruitment and hiring

## DIMENSIONS OF THE MEASURES IMPLEMENTED

The implemented measures continue to have the primary goal of reconciling professional, family and personal life (25%). Awareness emerged, in a prominent way, of the need for change in the areas of information, communication and image (22%) and lifelong learning (13%) as relevant factors in changing behaviours and attitudes.

It is still necessary to strengthen the introduction of measures that ensure the protection of parental leave and foment equality in compensation and in career management (10% in both cases), which will lead to an even more

profound impact on the way gender equality is and can be experienced in the working environment.

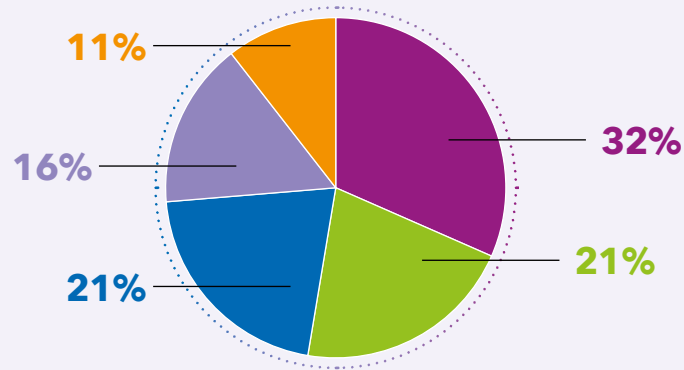
Preference for the topics mentioned here reflect a lesser focus on measures related with the dimensions of duty to respect the dignity of men and women in the workplace and of social dialogue, while the need to reflect on topics of moral and sexual assault in labour and employment remains. ●

# FACTORS OF SUCCESS AND CONSTRAINTS

FACTORS OF SUCCESS FOR THE ORGANISATIONS	%
Employee perception of greater involvement and dialogue on behalf of the company regarding gender equality and social responsibility, citizenship and non-discrimination.	30%
Raising awareness of gender equality.	20%
Sharing good practices.	15%
Visibility and importance of the topic within the company's management strategy and values.	8%
Improvement of internal procedures and use of inclusive language.	7%
Leader involvement.	6%
Identification of potential situations requiring intervention.	5%



**BARRIERS**  
TO MEASURE IMPLEMENTATION



- Technical difficulties
- Organisational restructuring
- Measures to be implemented over 2 or 3 years
- Absence of resources
- Measures of higher approval

As factors of success associated with these measures, the organisations indicate that the implemented measures produced significant benefits, namely a greater perception on the part of employees of the involvement of the organisation and management (regarding gender equality).

The relevance given to topics like social responsibility, citizenship and non-discrimination (30%) is another positive factor deserving attention.

Also of note is the sensitisation of workers to the topics of gender equality (20%) and sharing good practices (15%).

Most of the identified constraints centred around technical obstacles (32%), issues of organisational restructuring (21%), and the fact that 21% of the measures are to be completed in the long term. ►

# OVERALL ASSESSMENT

Do the actions presented by the organisations correspond to initial expectations?



**YES**

92%

Has the dynamic of the IGEN - Business Forum for Equality met your expectations?



**YES**

92%

Have you identified advantages to participating in the IGEN - Business Forum for Equality?



**YES**

95%

Is there any action presented by the IGEN - Business Forum for Equality that you would consider implementing in your organisation?



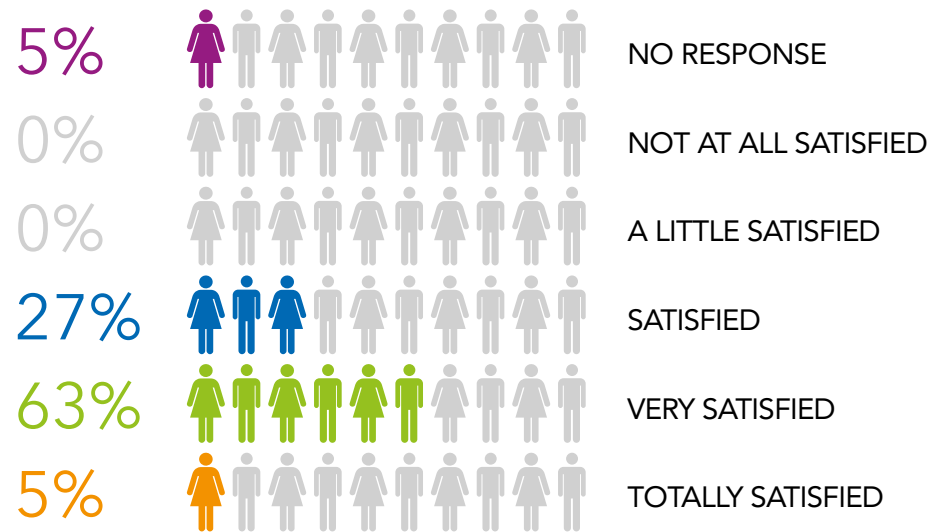
**YES**

92%

The evaluation of the degree of satisfaction with and appropriateness of the different activities carried out in 2016 under the IGEN - Business Forum for Equality is based on a set of other responses given by the organisations.

Namely... ►

## DEGREE OF SATISFACTION OVERALL



As for the degree of satisfaction regarding participation in the IGEN - Business Forum for Equality, 68% of the organisations confirm being totally satisfied or very satisfied. But there is still much work to be done...

The organisations that constitute the IGEN - Business Forum for Equality will continue to promote the realisation of measures that favour competitiveness and, simultaneously, principles of equality between men and women in labour and employment. ●





*"An equal world is not made of equal people,  
but of people with equal rights to be different."*

ROSANA HERMANN

Rosana Hermann, journalist, writer and blogger, is a specialist in social networks and one of the most influential internet personalities in Brazil.



# INTERVIEW



© University of Leeds

## MARIA DO MAR PEREIRA

Associate professor of Sociology at the University of Warwick (United Kingdom) and deputy director of the Centre for the Study of Women and Gender at the same university.

She completed her undergraduate studies in Sociology at ISCTE-IUL and earned her doctorate in Gender Studies at the London School of Economics and Political Science.



## RUI NUNES

Professor at the Faculty of Medicine of the University of Porto and president of the Portuguese Bioethics Association. He led and endorsed the team that won the 2016 international public contest for the creation of the Universal Declaration of Gender Equality for UNESCO.

He earned his medical degree and doctorate in Medicine, specialising in Bioethics, from the Faculty of Medicine of the University of Porto.



Maria do Mar Pereira is an associate researcher at the Interdisciplinary Centre for Gender Studies (University of Lisbon) and at the Women's Studies Unit of CEMRI (Universidade Aberta).

Her first book - "Making Gender at Recess: the Negotiation of Gender in the School Space" (2012) - won the International Prize for Best Qualitative Research Book in Portuguese/Spanish (2010-2014).

Maria do Mar Pereira is an editor of the international scientific journal Feminist Theory, but she has also been published in various Portuguese and international scientific journals.

## How do you define gender equality and diversity? How would you describe the concepts in an image?

### MARIA DO MAR PEREIRA

Imagine a dirty window or an old pair of glasses with a lens prescription that is no longer suitable. Those images are a powerful way to illustrate issues of equality.

The window or lenses represent, to me, our stereotypes and biases, which are often completely unconscious. When we look through the window or the lenses, we can - we think! - see reality as it is. But, in fact, that perception is skewed by our stereotypes and biases, which produce a blurry image, one that is imprecise and very simplistic. As such, we cannot see reality in all its detail, diversity and complexity.

Many times, we don't even notice that distortion - because we are so used to it - until the moment we change our lens prescription or clean the window, and everything is suddenly clearer and brighter.

That is one of the functions of the work of promoting equality - demonstrating the limits of our perception and making visible the realities and potentialities that our prejudices prevent us from seeing clearly. ●



## How do you define gender equality and diversity? How would you describe the concepts in an image?

### RUI NUNES

Gender equality can be understood as the creation of conditions in which men and women are equally able to exercise their rights and contribute to and benefit from social, economic, cultural and political development. It is about, then, society's equal appreciation of the similarities and differences between men and women and their respective social roles. In other words, the goal is for men and women to be equal partners within the family and their community as a whole. This perspective, which is indeed subscribed to by most international conventions on the matter, recognises the importance of the differences and diversity between the sexes, given that each person

must be free to pursue self-fulfilment and to make the choices they see fit.

A fantastic image that conveys this concept of equality in diversity quite well is the Sistine Chapel painting by Michelangelo. The art helps us understand that we may be biologically different, but those differences must be socially irrelevant, as equality of rights is one of the most significant achievements of our civilization over the last few centuries. ●



Rui Nunes was named the first president of the Portuguese Healthcare Regulation Authority by the Council of Ministers, currently serving as president of its Advisory Board, he is a hospital medical career consultant, tenured professor of Medical Sociology and coordinator of several academic courses related to bioethics, health, and entrepreneurship and social innovation.

He is a member of the forensic medicine council for the Ministry of Justice and of the ethics commission for the National Forensic Medicine Institute.

Rui Nunes has received many awards, including the international João XXI medical ethics prize, the national bioethics prize, the medal of merit of the Portuguese Order of Physicians, and the institutional medal of the Federal Council of Medicine (Brazil), among other accolades and acknowledgements.



### RUI NUNES

Gender equality in Portugal has travelled a long and thorny path, but it has surpassed significant barriers, particularly as regards access to health, especially reproductive health, education, and health education. There have also been substantial advances at the level of public administration and access to positions of a political nature. In spite of this, there are still important disparities not just at the wage level, but also in access to the top positions in public administration and in private sector companies. That is why I support, as a sporadic and transitory measure, policies of positive discrimination, guaranteeing, for example, that 50% of political appointment positions go to each sex. ●

## Is the gender wage gap a common situation in Portugal?



© Holly Ilbury

### MARIA DO MAR PEREIRA

Unfortunately, yes.

The wage gap can vary from sector to sector and its official percentage can change from year to year, but Portuguese society continues to have one fundamental characteristic...

Consciously or unconsciously, we give a different value and importance to men's and women's work (and that of people of different races). This, as shown by scientific research, translates into a broad wage gap that hinders gender equality and limits the opportunities of many women (and other marginalised social groups). ●

According to Eurostat data, Portugal is one of the countries where the wage gap between men and women has increased, from 8.4% in 2006 to 14.9% in 2014 and 17.8% in 2015.



### MARIA DO MAR PEREIRA

There is no doubt that this reconciliation is happening - for better or for worse, everyone is finding solutions every day to balance their different activities. But the question here should be: in Portuguese society, do all people, regardless of sex, have equal conditions, rights, and support to manage this reconciliation in a fair, free, balanced, and healthy way?

The answer to that question is, clearly, no - which is why we have to do more to reduce the significant gender inequality that still exists at this level. ●

Do you think there have been changes in the way Portuguese are reconciling their professional, family and personal lives?



### RUI NUNES

There is an important generational evolution in this matter.

Younger generations find the equitable distribution of family functions and tasks to be completely normal, since women have progressively asserted their place in the job market. This is why younger families are naturally able to reconcile their professional, family, and personal lives. But, innovative measures are also required in these circumstances so that this reconciliation does not crucially impact the birth rate, which is currently at historically low levels. ●



**RUI NUNES**

There is always work to be done until we achieve parity.

But obviously, the familial imbalance that traditionally exists in Portugal, due to a greater dedication of the woman to the family and children, is a factor that encourages the perpetuation of ancestral inequalities throughout generations.

Which is why all measures that assist in creating family life balance are essential to achieving these ideals. ●

**In 2009, there was a reformulation of parental subsidies, broadening their duration and offering greater incentives for splitting parental leave between fathers and mothers. But does this expansion of individual rights, reflected in the broadened parental subsidies, signify a social evolution that we have already achieved, or do we still have work ahead of us?**

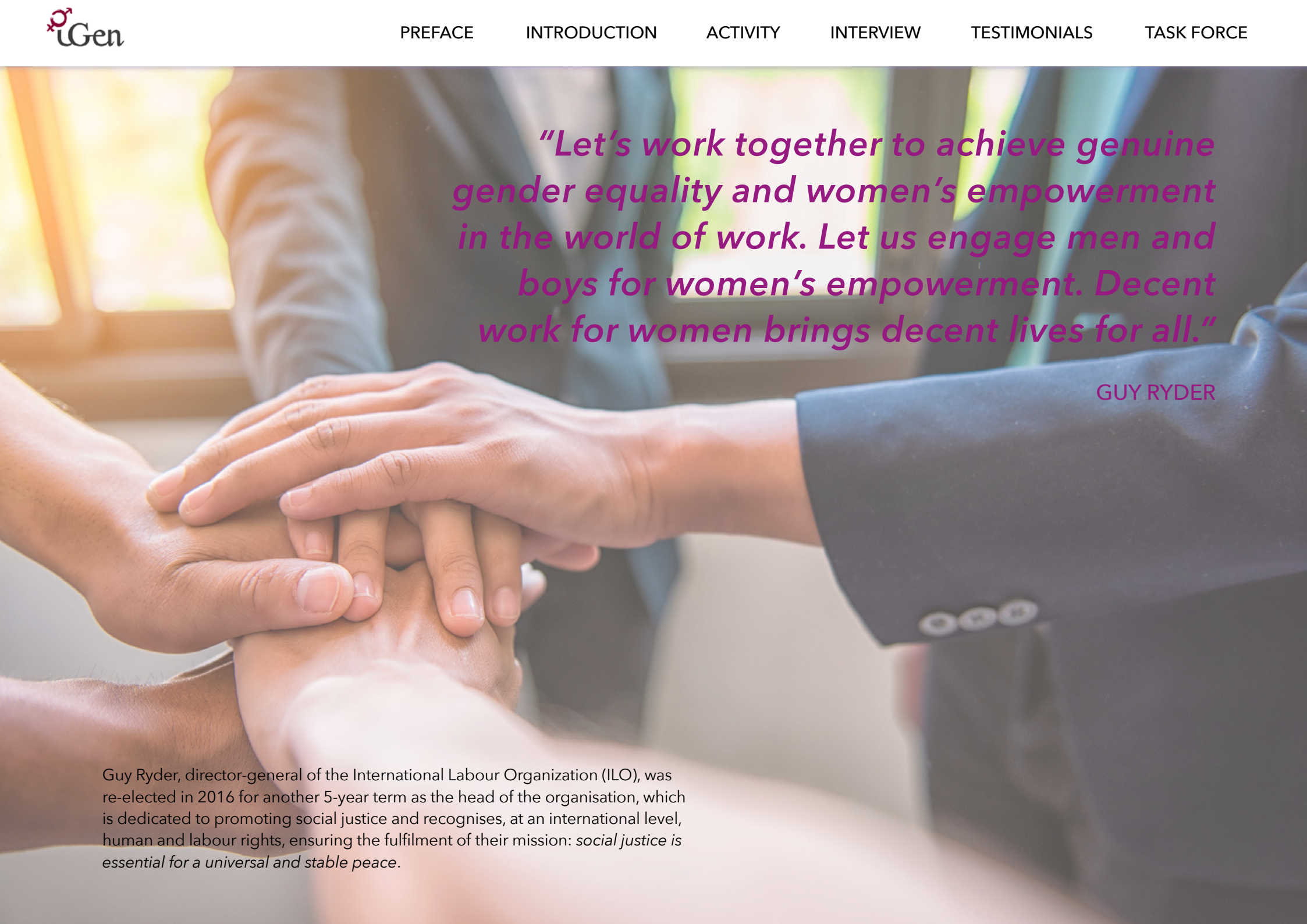


**MARIA DO MAR PEREIRA**

These reformulations are the result of important collective effort, a very long and intense effort that has involved a lot of people - in government, parliament, activism, businesses, academia, etc.

It is important to celebrate these gains and new doors that they open, but it is always important to remember that we still have a long way to go. As such, each of these gains must not be seen as the end of the journey, but rather as a step forwards in the long and difficult fight to build a more just world. ●





*“Let’s work together to achieve genuine gender equality and women’s empowerment in the world of work. Let us engage men and boys for women’s empowerment. Decent work for women brings decent lives for all.”*

GUY RYDER

Guy Ryder, director-general of the International Labour Organization (ILO), was re-elected in 2016 for another 5-year term as the head of the organisation, which is dedicated to promoting social justice and recognises, at an international level, human and labour rights, ensuring the fulfilment of their mission: *social justice is essential for a universal and stable peace.*

# TESTIMONIALS

ABREU ADVOGADOS APDL - ADMINISTRAÇÃO DOS PORTOS DO DOURO, LEIXÕES E VIANA DO CASTELO

APS - ADMINISTRAÇÃO DOS PORTOS DE SINES E DO ALGARVE

APSS - ADMINISTRAÇÃO DOS PORTOS DE SETÚBAL E DE SESIMBRA ASCENDI

AUCHAN PORTUGAL HIPERMERCADOS BAÍA DO TEJO BANCO SANTANDER TOTTA

CTT - CORREIOS DE PORTUGAL DEUSTCHE BANK EDP EMEL GALP

GEBALIS GRAFE PUBLICIDADE GRUPO CH GRUPO PSA HUF

IBM INCM INFRAESTRUTURAS DE PORTUGAL L'ORÉAL

MERCER PORTUGAL MICROSOFT MONTEPIO NESTLÉ PORTUGAL

NOVO BANCO PSA MANGUALDE PORTOS DOS AÇORES

PT PORTUGAL REN - REDES ENERGÉTICAS NACIONAIS

RTP SÉRVULO & ASSOCIADOS SIEMENS XEROX PORTUGAL

Testimonials from Banco de Portugal, Companhia de Carris de Ferro de Lisboa, Metropolitano de Lisboa, Transtejo-Transportes Tejo and Soflusa-Sociedade Fluvial de Transportes are not included.





# ABREU ADVOGADOS

## A SET OF RELEVANT INITIATIVES

(...) communication strategy based on their commitment to promoting gender equality.

As part of its social and corporate responsibility policies, Abreu Advogados adopted a set of initiatives relevant to its institutional connection to the IGEN - Business Forum for Equality, such as the creation of a programme for female executives.

ANA SOFIA BATISTA,  
*partner*


Abreu Advogados has redesigned its communications strategy based on its commitment to promoting gender equality, and with our move to a new headquarters, we've adopted a more inclusive approach at the heart of our organisation. ●


ROSEMARY GONÇALVES,  
*director of communications and marketing*



305

PEOPLE

 61,6%

 38,4%

Dia do Porto de Leixões,  
17 de setembro de 2016



# APDL

## ADMINISTRAÇÃO DOS PORTOS DO DOURO, LEIXÕES E VIANA DO CASTELO

### PRINCIPLES OF FULL EQUALITY

The management of human resources at APDL is based on principles of full equality in terms of treatment and opportunities.

Of note...

An inclusive language guide, which has the goal of promoting the use of inclusive language in all company communications and informational documents. Communications materials such as the sustainability report are written using this language.

We have developed a childbirth incentive policy and childhood support, which includes monthly financial support for children up to 24 months and support for childcare services in nurseries and daycares, with no discrimination between men


and women in terms of who can benefit from these parental rights.


Similar to what has taken place in years past, junior training as part of the *Formação Júnior* project took place in 2016, in two training activities aimed towards the children of employees. A total of 30 children attended the classes on "Paint", educational games and "PowerPoint". ●



258

PEOPLE

 32,2%

 67,8%





# APS

## ADMINISTRAÇÃO DOS PORTOS DE SINES E DO ALGARVE

### CLOSER TO THE NEEDS OF THE PEOPLE

(...) we want to involve all people in promoting gender equality (...).

At APS - Administração dos Portos de Sines e do Algarve, we want to involve everyone in promoting gender equality, and we have made a strong investment in internal communications to achieve that goal.

As part of the evocative International Women's Day event on 8 March 2016, centred on the theme of *Talking About Equality*, a progress report was given on the measures implemented in the company and a challenge was posed to the attendees to contribute with proposals for how APS should treat issues of

gender equality. The contributions presented allowed for a review of the *2014/2017 Gender Equality Plan*, adapting it, on the one hand, to workers' suggestions and, on the other hand, allowing the company to better meet the needs of the people that work with us. ●



181

PEOPLE

26,5%

73,5%



# APSS

## ADMINISTRAÇÃO DOS PORTOS DE SETÚBAL E DE SESIMBRA

### CRITERIA OF GENDER EQUALITY

(...) adopting measures that better contribute to its performance in that domain, with a special focus on reconciliation (...).

APSS, SA is a limited company funded by exclusively public capital, heir to a masculine tradition in carrying out activities connected to maritime transport.

In 2016, aside from continuing to revise some of the documents that make up its *Quality, Environment, and Safety Management System*, with the aim of adopting neutral and non-discriminatory language, taking care to use this type of language in its diverse means of internal and external communication, it also worked towards creating a company plan for equality. ●

It can be safely said that it has always guided its actions by criteria of equality and non-discrimination between men and women, and after joining the IGEN - Business Forum for Equality it became even more attentive to those issues, looking ever since to adopt measures that better contribute to its performance in that domain, with a special focus on reconciling employees' personal, family, and professional lives.



151

PEOPLE

27,8%

72,2%



# ASCENDI

## MERIT-BASED EQUAL OPPORTUNITY

The implementation of good practices (...) has been a concern, particularly in recruiting and selecting new employees (...).

Ascendi is a member of the IGEN - Business Forum for Equality since 2016, recognising its relevance in promoting gender equality in business.

The implementation of good practices in this sense has been a concern, particularly in recruiting and selecting new employees, seeking equitable representation in work teams, in access to training and in career progression, guaranteeing internal salary parity, with merit-based equal opportunity.

Ascendi promotes an inclusive culture in its communication

activities, giving equal visibility to both sexes. It promotes initiatives involving employees' children, and in childbirth support it favours reintegrating employees who have interrupted their work for family reasons. It establishes protocols with entities that facilitate reconciling family and professional life, and soon foresees implementing the use of flexible work schedules to allow employees a better connection with their families. ●



663

PEOPLE

35%

65%





# AUCHAN PORTUGAL HIPERMERCADOS

## THE VALUE OF OUR ACTIONS

Achieving the dream of watching your family grow with the support of ValPortugal.

These days, it's good to know that we can use the value of our actions to achieve a second dream! With ValPortugal\*, my family grows, too! ●

ANDREIA PAIS,  
*supply assistant at Jumbo Coimbra*

\*Through the ValPortugal initiative, employees can become company stock holders, benefiting from the annual valuation of company stocks. The goal is to help the employee build a financial reserve ("savings"), the benefits of which must be seen with a mid- to long-term perspective.

Besides the voluntary individual contribution, Auchan Portugal Hipermercados shares a percentage of its profit as stocks (profit-sharing) that are blocked for five years.

However, there are some rules that allow that amount to be unblocked, namely when the employee has their third child. In particular, as part of the gender equality plan, Auchan Portugal Hipermercados reformulated this rule, allowing the stocks to be unblocked after the second child as a measure to support parenthood and incentivise childbirth.



8.066

PEOPLE

64,4%

35,6%





# BAÍA DO TEJO

## PROMOTING DIALOGUE

The implementation and high membership (...) are a sign of maturity (...) regarding the importance and degree of internalisation of gender equality.


In 2016, Baía do Tejo carried out activities described in its *Equality Plan*, such as: promoting dialogue and proximity among employees with the timely announcement of birthdays; raising awareness of gender equality issues through a permanent section on the subject in the newsletter distributed to stakeholders; raising awareness of topics of reconciling work/family/personal life through the promotion of workshops and clarification sessions on managing family finances; the promotion of initiatives for workers' families.


The implementation and high membership in these activities are a sign of maturity of employees regarding the importance and degree of internalisation of gender equality. The whole team grew with the notion of gender equality as a principle upon which good government is founded and as a way of being in society consolidated within each employee. However, the work is not yet complete and new challenges on the horizon will test that maturity, but also motivate the continuous improvement of the practices and awareness of their importance for future generations. ●



55

PEOPLE

 47,3%

 52,7%



# BANCO SANTANDER TOTTA

## STRENGTHENING CORPORATE CULTURE

(...) reconciling professional and personal life with clear benefits for employees.



5.909

PEOPLE

46,4%

53,6%

We have reinforced our corporate culture based on a set of behaviours that are facilitating new formulas for collaborating, interacting and working, also seeking to reconcile professional and personal life with clear benefits for employees. One example of the success of this culture was the renewal of the Family-Responsible Organisation (FRO) certification, which the company has held since 2010. There are currently 70 measures available to employees aimed at achieving Santander's goal of being the best bank to work for. The bank

has maintained diverse support measures for its employees, such as reimbursing public transportation pass costs, school book costs, and higher education tuition for employees with lower salaries (António Vieira Monteiro, president of the BST board of executives). In 2016, we also highlight the fact that, for the first time, we have a woman serving on the Board of Executives - Inês Oom de Sousa. ●



# CTT – CORREIOS DE PORTUGAL

## COMMITTED TO EQUALITY AND DIVERSITY

(...) engines of change that guarantee innovation, balance, success and significant gains (...).



12.149

PEOPLE

33,1%

66,9%

The topic of gender equality, in its diverse inflections, continued to garner the attention of top management. The e-learning course on the right to equal opportunity and non-discrimination has already trained 1,900 people for more than 7,700 hours, including all managers and other employees. We published an exhaustive list of the benefits and projects in effect at the company on the Intranet. Schedule flexibility, health and sickness support, family support, protocols with hotels, restaurants, private secondary schools pharmacies, tourism, sports and culture are some of the listed benefits.

Leadership was divided between men and women, as is customary: 40% of the executive board is female, the administrative board is 25% female, and 32% and 41% are female in the first and second lines of top management, respectively.

We are committed to equality and diversity, motors of change that ensure innovation, balance, success and significant earnings, both tangible and intangible. ●

MIGUEL SALEMA GARÇÃO,  
*brand and communication director*





# DEUTSCHE BANK

## THIS IS NOT A PATH THAT CAN BE TAKEN INDIVIDUALLY

Respecting and valuing the differences between people (...).



Deutsche Bank

398

PEOPLE

49%

51%

Diverse teams can be much more difficult to manage and even, in the beginning, to constitute, but we know today that they are much more powerful in terms of producing results. Respecting and valuing the differences between people, whether they be gender, religion, age, sexual orientation or others, is the source of our strength!

There is a full set of actions that we can and must develop, be a part of or contribute to with our experience so that, internally as much as within society, we may contribute towards becoming a reference in this matter.

As in so many other situations, this is not a path that can be taken individually, which is why the interest and effort of everyone is fundamental, so that together we may be a stronger organisation in our diversity and also contribute in this way towards a better society. ●

PATRICIA AGUIAR,  
*marketing & customer experience manager*





EDP

**ADDING DIFFERENCES IS GOING BEYOND**

An action plan with more than fifteen initiatives.

The diversity and inclusion strategy of the EDP group began in 2016 through a plan of action with more than fifteen initiatives to be implemented over the course of the next three years. In terms of gender, where we have a very strong focus, EDP has incentivised the implementation of measures that seek to increase the balance between women and men at various levels.

We were able to guarantee gender parity in the latest edition of the

*Trainee Programme*, where we favour attracting young talent. That balance has also been growing within leadership positions, where in the management sector female representation has risen from 25% to 28% (2015/2016). We have also invested in supporting parenthood, with the reinforcement of already existing reconciliation measures and the creation of the *New Parents' Kit* - which represents the collection of a set of information relevant for this time of our employees' lives.

Recently, we've also been internationally recognised for our strategic D&I plan, winning the *Diversity Management category of the European Excellence Awards in HR.* ●

PAULA CARNEIRO,  
*director of human resources*



6.537

PEOPLE

22%

78%



# EMEL

## RECONCILIATION POLICY

EMEL has come a long way over the last two years, investing heavily in its policy of reconciling professional with family/personal life.

The major result of this investment was the signing of our *Company Agreement*, which, despite only having been signed in 2017, had its greatest effects starting in 2016 at the level of negotiation efforts and the regulation of fundamental rights, which ceased to be dependent on each management regime, and namely:

days of rest each week, having on average one weekend per month coinciding with the rest days and knowing one's work schedule for the following semester with at least one month in advance.

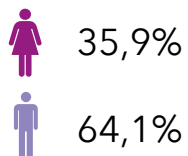
In the support areas, employees have the right to a flexible schedule even if their children are over 12. ●

In the reduction of the weekly workload to 35 hours per week in the operational areas that work in shifts - the right to the complementary weekly break, which translates into the right to take two



487

PEOPLE





GALP

## VALUING DIFFERENCES

This is our challenge! This is part of our energy!

Working at Galp means keeping in mind that what we do affects at least 7,000 people. It is knowing that we have the capacity to influence generations and leave our mark, in a fair, transparent and egalitarian way, based on our values. But more needs to be done; we need to bring in to the general language that different genders and different generations have different expectations. Treating everyone in the same way is not the solution. We have to be aware of individual expectations and ensure that we employ the

same effort and resources to create solutions of value for each person.

SANDRA REBELO,  
*manager of the personnel management development division*

In 2016, Galp renewed its commitment to the IGEN - Business Forum for Equality, having since then incorporated the topic of gender equality in its policies and norms. Galp has shown a very positive evolution in its culture, notably in its attitude of non-discrimination

regarding gender and other aspects of diversity. This path will certainly lead to a more sustainable company, capable of valuing differences, incorporating complementarities and guaranteeing that merit is an effective distinguishing factor for excellence. ●

JOSÉ EDUARDO SEQUEIRA NUNES,  
*head of the office of the presidency and communication*



6.475  
PEOPLE

41%  
 59%





# GEBALIS


## HAPPY PEOPLE MAKE HAPPY BUSINESSES


GEBALIS guides its way of being and management style with principles of equal pay, equal opportunity and gender equality.



192

PEOPLE

 58,3%

 41,7%

Since its creation in 1995, GEBALIS provides conditions of equality of opportunity and gender, in particular, fundamentally investing in measures of reconciliation between the professional, personal, and family life of its employees, as is reflected in the company's *Plan for Equality*.

Through the commitments taken on as part of the IGEN - Business Forum for Equality, and as a result of our activities and sharing of good practices, gender concepts have become a topic of

reflection and even debate at our organisation.

MARIA HELENA L. CORREIA,  
*administrator*

Companies are made of people and those people have families, so, the implementation of measures such as ten annual hours for taking care of personal matters, the co-payment of 80% of health insurance premiums for employees and their children and the distribution of educational gift baskets with school supplies

for employees' children, are all very much appreciated by all.

I believe that happy people make happy businesses. ●

JOÃO PAULO MARQUES,  
*head of the communications and public relations office*





# GRAFE PUBLICIDADE

## EQUAL OPPORTUNITIES

(...) a long tradition of promoting equal opportunities among its employees (...).

Grafe has a long tradition of promoting equal opportunities among its employees, creating a work and equal opportunity environment based on merit and competence, without any kind of discrimination. In terms of reconciling professional and family life, we have implemented measures such as schedule flexibility and providing technologies allowing for remote work or telecommuting.

Having a flexible schedule and being able to work remotely from home allows me to better manage my time and reconcile family with work. ●

JOANA ALMEIDA,  
*quality director*

LUIS LUCAS,  
*general-director*



22

PEOPLE

54,5%

45,5%



# GRUPO CH

## PROFESSIONAL SENSITIVITY

(...) a company that promotes that perspective, and where I can be a greater person while at the same time becoming a greater professional.

At CH, we implement good practices of gender equality at the workplace and the reconciliation of professional, family and personal life, that range from the use of inclusive language and imagery in all internal and external communications; mechanisms of evaluating employee satisfaction (social and organisational climate) regarding matters of gender equality and reconciliation; the adoption of specific measures that favour the reintegration of workers in active life after they have interrupted their careers for family reasons; even the adoption of

measures that reduce organisational wage disparities between women and men, among others.

MARCO TADEU,  
*consultant*

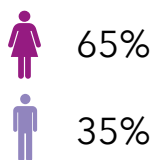
A large part of my day is spent at work. I try to gather the necessary conditions so that, by the end of the day, I feel like a happy and fulfilled person. This wish is only possible because CH has what I like to call professional sensitivity. That sensibility was responsible for

giving me space to create a family, to raise a son, to feel fulfilled and feel a synergy between my personal and professional life. Thankfully, I found a company that promotes that perspective, and where I can be a greater person while at the same time becoming a greater professional. ●

FRANCISCO HORA E VALE,  
*designer*



60  
PEOPLE





# GRUPO PSA

## VOLUNTARY POLICY OF SOCIAL RESPONSIBILITY

(...) gender diversity enhances the talent diversity that promotes business productivity and sustainability (...).

Although the automotive sector is still highly masculine, for over ten years, Grupo PSA has voluntarily adopted social responsibility policies that counteract that tendency and give value to gender equality and diversity, following the belief that that will contribute to the success of their business.

It is in this context that, in 2010, the *WEP-Women Engaged* for PSA network emerged, formed by top female executives who want to face the inequalities in the workplace

with the support of management. Framed within the Grupo PSA strategy of ensuring equal treatment between people, based on objective criteria such as skills and results, *WEP* seeks to have women become interested parties in the future of PSA, valuing their ambition and bringing them closer to the group's business.

*WEP* is comprised of over two hundred women. At the level of the Iberian Peninsula, there are 30 women who participate

in the network, including three Portuguese representatives.

We believe that gender diversity enhances the talent diversity that promotes business productivity and sustainability of Grupo PSA. ●

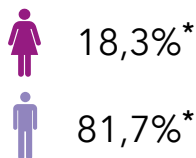
MARÍLIA SANTOS,  
*head of marketing for Citroën SA automotive and member of the WEP-Women Engaged for PSA network*

\* Data regarding the Automóveis Citroën, Peugeot Automóveis Portugal and Peugeot Automóveis companies.



345

PEOPLE







# HUF

## GENDERLESS RECRUITING

(...) responsibilities, rights and opportunities must be equally conceded to all, without any gender-related restrictions.

Discussing gender equality in organisations is extremely important, as it allows us to deconstruct a view that distinguishes individuals according to their gender, based on stereotypes and biases. To lead is to respect the unique characteristics of each individual, independently of their gender.

“Gender-free recruiting” is also a concern... or in other situations,

in the same circumstances, giving priority to the under-represented gender.

RICARDO FONSECA,  
*training officer*

Responsibilities, rights and opportunities must be equally conceded to all without any kind of gender-related restrictions. The idea that there are male and female professions is increasingly inaccurate. I work in the maintenance department,

which is mainly male. This experience created a need for me to gain a better understanding of a few interests, like football, and understanding that they're also interested in topics like aesthetics.

I have to admit that, sometimes, I feel a certain protection and, many other times, I feel that they themselves forget I'm a woman. ●

SOFIA RODRIGUES,  
*maintenance assistant*

\* Data relating to 2015.



349

PEOPLE

48,1%\*

51,9%\*



IBM

## PROMOTION OF EQUAL OPPORTUNITIES

In 1943, Ruth Leach Amonette became the first female vice-president of IBM.

Throughout its 106 years of history, IBM has not only invested in technological innovation, but also in the promotion of equal opportunities, including gender equality as one of its priorities. Even in 1935, as part of this policy, IBM recruited 25 recent female college graduates who would be the first professional women in the company. The first policy promoting gender equality and the right to a private life at IBM dates back to 1953, under the direction of Thomas J. Watson, Jr., the second president of IBM

and son of the company's founder. The current CEO is a woman, Ginni Rometty, and close to 30% of IBM's workforce is female, while 26% of management positions worldwide are occupied by women.


Additionally, IBM has always promoted reconciliation between professional, family and private life, with flexible schedules and work locations being instruments that directly facilitate the quality of life of IBM professionals and their families. To complement this,


the company also provides a set of benefits and programmes that apply to the whole family unit of the employee. Finally, the *EX.I.T.E.* programme is also noteworthy, with IBM having held twelve consecutive editions in Portugal, and the purpose of which is to motivate young girls to enter the areas of science, technology, engineering and mathematics. ●



482

PEOPLE

 29%

 71%



# INCM

## POLICIES AND COMMITMENTS

(...) with creativity and innovation, it is possible to implement other practices that maintain the patterns of excellence (...).

INCM has taken a safe path in implementing measures with real impact on equality between female and male workers.

First, by adopting equality and non-discrimination as a policy and commitment of the organisation.

Next, by giving visibility to the topic, namely by instituting *Gender Equality Day* on June 1 and publishing articles in the institutional magazine *Matriz*, aside from other measures that welcome contributions stemming

from INCM's participation in work groups led by academia.

Despite all of this, we are aware that there is still much to be done, in a constant effort to raise awareness among everyone of the management and value of the topic.

In a certain way, I cannot fail to highlight the opportunity that was given to me, which began in the first hour, to be one of INCM's representatives in the IGEN - Business Forum for Equality and to participate

in this challenging journey, aware that, with creativity and innovation, it is possible to implement other practices that maintain the patterns of excellence. ●

HELENA MARIA MARTINHO,  
*head of the social services division,  
director of human resources*

# INCM

641

PEOPLE

46,3%

53,7%





# INFRAESTRUTURAS DE PORTUGAL

## HETEROGENEOUS AND INCLUSIVE WORKING CONTEXT

(...) management committed to promoting equal opportunities (...).



3.732

PEOPLE

24,1%

75,9%

Throughout 2016, IP implemented a management strategy committed to the promotion of equal opportunities, rights and conditions between men and women in a heterogeneous and inclusive working context.

We emphasise here the + PAI measure, which gives employees who are parents a bonus of two days per each consecutive 30-day vacation period; the signing of the *Portuguese Diversity Charter*; and the photography contest with the goal of knowing what gender equality meant to each participant. This is the contribution of the contest

winner, Rui Triguinho: "Gender equality: *Portrait of a challenge* was the slogan provided by IP, asking us to portray this topic, which is increasingly important for the success of businesses and organisations. In this context, one can see that throughout the years there has been a great evolution in the way we all are and act, an attitude that reveals that people are increasingly well-informed, also fruit of the various awareness-raising initiatives that make us stop and reflect. This challenge launched by IP also had that merit." ●

*working group for equality*



L'ORÉAL

**BALANCE BETWEEN PROFESSIONAL LIFE AND PERSONAL LIFE IS FUNDAMENTAL**

The topic of gender equality must be central in a business like ours (...).

The topic of gender equality must be central in a business like ours, which promotes beauty and women, and it is without a doubt one of the most important commitments of L'Oréal.

When my second daughter was born, first at L'Oréal, and during my maternity leave, I expanded my role, was promoted and given more space to define and create a new department. Giving 100% focus during maternity is a

privilege that should last forever, but it is encouraging to work in an environment that respects and understands the details of this new phase.

C. ALMEIDA,  
*communication & digital manager*

The balance between professional life and personal life is fundamental. It is not possible to perform well at work when your home is out of order,

and vice-versa. As the father of five children and husband to a mother with an intense professional load, the flexibility that L'Oréal provides is an important feature of my work day. This flexibility is always guided by the freedom/responsibility binomial! ●

T. SILVA,  
*business development*

L'ORÉAL  
PORTUGAL

369

PEOPLE

66,1%

33,9%



# MERCER

## WOMEN@MERCER IN PORTUGAL

(...) difference really makes a difference!

Gender equality is clearly an important topic at Mercer. For that reason, Mercer has implemented the *Women@Mercer* initiative in Portugal.

Below, we leave the testimony of two members of this initiative.

There are various studies proving that companies that can attract men and women to their ranks in a balanced way are the companies that obtain the best results! The group *Women@Mercer* has worked

to see this balance extend to male-dominated areas, as well as female-dominated areas, thus promoting access to the same career entry and progression opportunities and making Mercer a great place to work!

CRISTINA DUARTE,  
*wealth consultant*

For me, the topic of gender and diversity equality is very important, and being part of the *Women@Mercer*

team is a way to contribute towards the dissemination of a message: that difference really makes a difference! ●

RITA FAZENDA,  
*career consultant*



267  
PEOPLE

61%

39%





# MICROSOFT

## A JOURNEY THAT ONLY HAS ONE DIRECTION

(...) see diversity in all the fields we are composed of (...).

Diversity is the pillar that will make a difference in a constantly-changing world, especially when we are going through a new revolution in our society, where the way we work, live and interact evolves with every passing second. It is a unique opportunity to be in a professional environment that reflects and aspires to have diversity at all levels present in its daily operations. This is the only way our mission to contribute to a better world makes any sense, and that is how we at Microsoft Portugal see diversity in all the fields we are composed of, be it of age, sex, religion...

It is a journey that has only one direction, that of inclusion, and it is what makes Microsoft unique. ●

ANDRÉ CARDOSO,  
*executive director of consumption*





# MONTEPIO

## HUMANIST VALUES

(...) the equality of valuing the diversity of human capital (...).



**Montepio**

3.570

PEOPLE



46,7%



53,3%

The cultural matrix of Montepio includes humanist values that promote equality and valuing the diversity of human capital. In this context, Montepio implements diverse initiatives with a view of promoting family/company equilibrium.

In 2016, we joined the IGEN - Business Forum for Equality, once again taking up the commitment to promote measures of gender equality and the reconciliation of professional, personal and family life. To create its gender equality

plan, Caixa Económica Montepio Geral invited all the women occupying leadership roles within the organisation to participate in a work meeting - *1st Meeting of Montepio Women* - with the goal of defining said plan, in a reflection on the role of women within the organisation. Who better than the women in leadership roles at Montepio to identify measures for promoting gender equality? ●





# NESTLÉ PORTUGAL

## FAMILY VALUES

The challenge of reconciling professional and family life represents a daily balancing act in both areas.

My day starts early and ends late, but the joy and energy I get from what I do is decisive to having success and self-fulfilment in both.

the first year of life. I am part of a large family, made even larger by a fantastic work team, and which makes each day unique and special! ●

I have the privilege of working for Nestlé, which foments family values and promotes the well-being of its employees in that sense. We have various benefits, unrivalled and highly valuable, such as the ability to work from home, schedule flexibility, school holidays at work with parents, or baby food for

SANDRA CONCEIÇÃO,  
*operations manager for Nespresso*



Good Food, Good Life

1.781

PEOPLE

44,4%

55,6%





# NOVO BANCO

## STRENGTHENING GOOD PRACTICES OF RESPECTING EQUALITY

(...) gender equality as not being a subject for men or women, but for everyone.

2016 was a year marked by a demanding set of changes. Each employee was given the challenge of *Think NEW*. In this challenge, the administration and top management included the reinforcement of the good practices of respecting gender equality already present at the bank.

From the proposed challenge, the diagnostics carried out, and the sharing of good practices between the various IGEN - Business Forum for Equality companies, new ideas came up regarding equality and time

reconciliation, to be implemented in 2017. I am proud of the fact that social responsibility is one of the bank's strong points, inscribed in its strategy at the highest level.

ISABEL REIS,  
*assistant director of Novo Banco*

I understand gender equality as not being a subject for men or women, but for everyone. I value the set of benefits that Novo Banco provides to its employees, such as birthday expenses, first-day-of-class expenses and expenses on the afternoon of children's birthdays.

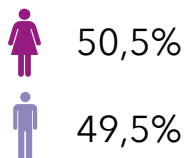
I defend measures leading to greater flexibility, a better possibility to manage one's professional and personal lives, and I can verify that Novo Banco has done various studies to implement them. ●

TIAGO LEMOS,  
*assistant director*

### NOVO BANCO

4.927

PEOPLE





# PSA MANGUALDE

## **RUNNING FOR A CAUSE**


(...) a company (...) defender of the rights of all persons without distinction and free from violence.




CENTRO DE MANGUALDE

692

PEOPLE

 12%

 88%

In 2016, the PSA developed various initiatives surrounding gender equality, among which we can highlight the organisation of campaigns to raise awareness of professional/family life reconciliation, creating partnerships with other companies to facilitate the personal lives of our employees, the organisation of school visits in which we try - through discussions directed at incentivising young female students - to get those female students to enter a career in automotive engineering or other positions

that are typically performed mostly by men, demonstrating live examples of some of the work of our female engineers/operators, or even participating in a race against gender violence, where we gathered the testimony of one of the participants.

### *Running for a cause*

The PSA of Mangualde is a company committed to various social causes, defender of the rights of all persons without distinction and free from violence. An example of this was my participation and that of over 160 PSA

colleagues in the Iberian Peninsula in a race in Madrid against gender violence. I stand with women who are victims of abuse and mistreatment, I hate acts like these, and I broadly transmit these values to the heart of my team. ●

SÉRGIO SERRA,  
*paint sector maintenance lead*



# PORTOS DOS AÇORES

## AN ADDED RESPONSIBILITY

(...) dimension of gender equality in written and visual language (...).

When, in January 2016, Portos dos Açores, S.A.. celebrated its commitment to join the IGEN - Business Forum for Equality, it did so convinced that gender equality, equal opportunities and the reconciliation of professional and family/personal life represented an added responsibility to the social role of the company.

Since then, and complementing pre-existing practices, a manual has been distributed, describing and sharing the good practices and legislation in

effect regarding these matters and which simultaneously promoted, among other objectives, principles of equality and non-discrimination between men and women, as well as employee motivation, quality of life and well-being.


As an example, included in the formal internal or external communications originating from the administration was the dimension of gender equality in the written and visual language. As a company that mostly employs men, the legal parental and family


leave regime was publicised, mainly incentivising men to enjoy parental and shared leave. Associated with this action, a measure was created to provide a special, ten-day leave period beyond what is foreseen in the law. Also promoted was the legal regime of flexible work times and other internal mechanisms to facilitate the resolution of periodic personal and family issues. ●



272

PEOPLE

 14,3%

 85,7%





# PT PORTUGAL

## ELIMINATING BARRIERS AND DISTORTIONS

(...) promoting equality between women and men is reflected in the implementation and integration of policies and measures (...).

The commitment and support of PT Portugal to the promotion of equality between women and men is reflected in the implementation and integration of policies and measures that promote non-discrimination between men and women in labour and employment, reconciliation between professional, personal and family life and parental protection.

accelerating the process of change and shortening the path to achieving equal opportunities at work, regardless of gender. Harnessing new forms of work organisation and flexibility in working schedules, we can eliminate barriers and distortions that persist and prevent access to the path to professional realisation. ●

ANA RITA LOPES,  
*director of human resources*

Given that technology and innovation are one of the fundamental pillars of PT's strategy, we believe that using technological means and innovative solutions allows for a greater and better reconciliation between professional, personal and family life,



9.529

PEOPLE

37,7%

62,3%



# REN

## GENDER IS A DETAIL

(...) contributing with your best independently of gender (...).

We are all employees who work in teams to fulfil REN's mission. Gender is a detail. Today, and in a company like REN, it would be unthinkable if it were any other way.

PATRÍCIA SILVA,  
*senior safety technician*

At REN, I always worked with young, dynamic teams with a sense of commitment to their goals. These factors force each element to contribute with their best effort, independently of gender. Gender equality is visible, as we have women occupying roles in operational areas, operating the Sines Terminal or dispatching network and management roles. ●


CLÁUDIA SANTOS,  
*senior safety technician*



608

PEOPLE

 24,2%

 75,8%



RTP

## PREVENTING GENDER BIASES

(...) good practices that allow us to not only make a difference in growth, but also in social transformation.

As a member of the IGEN - Business Forum for Equality, RTP is governed by human resources practices that are sensitive towards preventing gender biases, starting in the recruitment and selection stage, through to the procedures of personal development and training, through transparent policies of reconciliation between professional, family and personal life.

the goal of facilitating balancing work/personal life. This year, we also began revising the company's *Code of Ethics* with the goal of reinforcing existing gender equality measures.

RTP intends to follow the maxim *of all, for all*, promoting good practice policies that allow us to make a difference helping not only with growth, but also with social transformation. ●

MARIA HELENA PEREIRA,  
*director of human resources*

Over the course of 2016, RTP maintained its commitment to equality through the definition of parking spaces reserved for pregnant employees and the development of new business partnerships, having



1.633

PEOPLE

39,3%

60,7%





# SÉRVULO & ASSOCIADOS

## DEEP REFLECTION


(...) promote and raise awareness of the advantages stemming from observing the best gender equality practices.


Currently, the demands related to gender equality in the governing, composition and management of organisations have justifiably taken priority. Positioning itself as an active participant in this debate, Sérvulo & Associados will reflect profoundly on the matter, looking to promote and raise awareness of the advantages stemming from observing the best gender equality practices. ●

Sérvulo & Associados | Sociedade de Advogados, SP, RL

85

PEOPLE

 61,2%

 38,8%



# SIEMENS

## TALENT POOL

(...) everyone - without exception - can perform their duties to the maximum of their abilities.

# SIEMENS

2.020

PEOPLE

48%

52%

Despite the progress that has been made in the last few years, the differences in the treatment of men and women in terms of workplace and employment still exist, creating within the professional activity a few unequal options, resources, opportunities and careers. It is in this sense that, throughout the last few years, Siemens has promoted as part of its diversity initiatives equality between men and women, creating

the necessary conditions for an increasingly greater participation of women in management functions.

FERNANDO SILVA,  
*director-general of Siemens energy management*

For a company to be successful, it must be able to attract and retain the right people. And that talent pool has to be diverse - both in terms of gender as well as age, cultural background or professional

experience. There is increasingly more consensus that diversity is crucial to the success of any organisation. Siemens has look been looking to create more appropriate working conditions so that all - without exception - may perform their functions to the maximum of their abilities. ●

JOANA GAROUPA,  
*communication director*



# XEROX PORTUGAL

## MATURITY OF HUMAN RESOURCES POLICIES

(...) having a diverse and happy team only gives us competitive advantages.

Xerox is ruled by an ethics policy describing a professional code of conduct and the way in which the organisation fosters and respects gender and opportunity equality as well as measures of promoting work/family life balance adapted to the stage of life of the employee. In 2016, we implemented the *Wilson Rule Policy*, an international policy based on the management of J. Wilson, one of our most inspiring CEOs, in which managers have, as part of their business objectives, indicators of diversity and equality. We believe that having a diverse

and happy team only gives us competitive advantages.

I joined Xerox in 2011. The move was carefully thought out and only made possible due to expectation of having a balance between family and professional life, which I had already begun to suspect from my interactions during the recruitment process. Five years later and I could not have made a better decision! I have evolved in my career and my family has grown without compromising that balance. Supporting equality is surely part of

Xerox's DNA, and the maturity of the human resources policies means it's taken for granted.

RITA JORGE,  
*service capability manager*

We grew within a Xerox that promotes balance between personal and professional life, stimulates equality, and accepts diversity between people. ●

SÓNIA SILVA,  
*pre-sales analyst*  
& RUI PEREIRA,  
*service delivery manager*



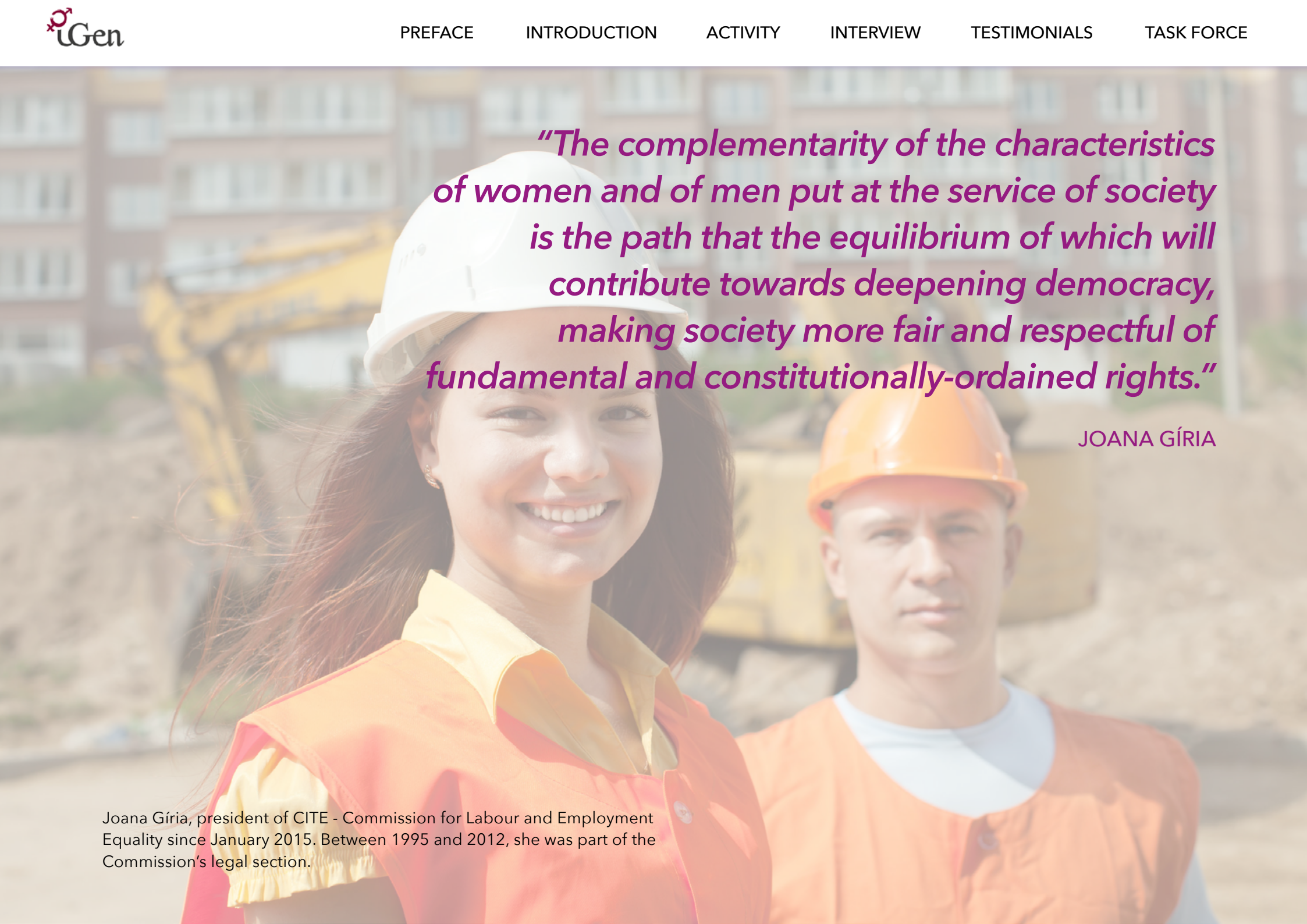
119

PEOPLE

26,1%

73,9%





*“The complementarity of the characteristics of women and of men put at the service of society is the path that the equilibrium of which will contribute towards deepening democracy, making society more fair and respectful of fundamental and constitutionally-ordained rights.”*

JOANA GÍRIA

Joana Gíria, president of CITE - Commission for Labour and Employment Equality since January 2015. Between 1995 and 2012, she was part of the Commission's legal section.

# TASK FORCE

- ▶ **OUR MESSAGE**
- ▶ **WHO WE ARE**
- ▶ **2016 PLENARY MEETINGS**

The Task Force is a group composed of representative members from nine IGEN - Business Forum for Equality member organisations, partially rotating every two years.

The Task Force meets monthly and carries out governance functions, and is coordinated by CITE - Commission for Labour and Employment Equality.

[MORE INFORMATION HERE](#)



*“(...) Effort and the will to do more and better.”*



2016 was a year of transformation and growth of the IGEN - Business Forum for Equality...

... We grew significantly, from 39 to 60 organisations, broadening our representation to new sectors of activity and our geographical coverage;

... New and stimulating challenges in terms of the organisation and operation of the IGEN - Business Forum for Equality were proposed;

...It was time to implement a new model of organising plenary meetings, limiting them to current

topics of relevance to member organisations, with guest speakers and commentators alongside the sharing of good practices and information about the activities carried out by member organisations in the domain of gender equality, stimulating the assiduous presence and participation of their respective representatives.

But 2016 was also a year of results.

The level of achievement of the measures/actions demonstrated in the present report demonstrates the growing promotion and assertion of gender equality and

non-discrimination in the internal management policies of the various organisations and clearly shows their effort and the will to do more and better. ►

This is OUR COMMITMENT!

*THE TASK FORCE TEAM*





1. Carlos Nunes | CITE
2. Ana Paula Filipe | CITE
3. José Contradanças\* | APS
4. Dora Rego | Baia do Tejo
5. Cristina Duarte | Mercer
6. Joana Almeida | Grafe
7. Sandra Marques | EMEL
8. Teresa Quaresma | Montepio
9. Leonor Pereira | CTT
10. Fernando Carreira | Gebalis
11. Catarina Vicente | PT

EDP is also part of the Task Force and is represented by João Tavares, who is not present in this photograph.

\* Invited

### 2016 TASK FORCE MEETINGS

**7 meetings**  
**January through July**  
 CITE | Lisbon

**4 meetings**  
**September through December**  
 CITE | Lisbon

### PLENARY MEETINGS IN 2016

**15th meeting | 16 February**  
 APSS | Setúbal

**16th meeting | 10 April**  
 PSA | Mangualde

**17th meeting | 5 July**  
*New ways to organise working time: a contribution for the reconciliation of professional, family, and personal life*  
 Galp | Lisbon

**18th meeting | 4 October**  
*Pay gap - a persistent inequality*  
 Nestlé Portugal | Lisbon ●



*“(...) Management reform must ensure we reach gender parity sooner rather than later. (...) I pledge to respect gender parity from the start in all my appointments to the Senior Management Group and the Chief Executives Board. By the end of my mandate, we should reach full gender parity at the Under-Secretary-General and Assistant Secretary-General levels, including special representatives and special envoys. We need a clear road map with benchmarks and time frames to achieve parity across the system, well before the target year of 2030. (...)”*

ANTÓNIO GUTERRES

António Guterres, UN Secretary General since 2016, was the UN High Commissioner for Refugees between 2005 and 2015, having served public and governing functions for over 20 years. He was the Prime Minister of Portugal between 1995 and 2002.

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OUR COMMITMENT  
IGEN - BUSINESS FORUM FOR EQUALITY  
2016 REPORT

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IGEN - BUSINESS FORUM FOR EQUALITY

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## OUR COMMITMENT

IGEN - BUSINESS FORUM FOR EQUALITY  
2016 REPORT



## IGEN - BUSINESS FORUM FOR EQUALITY

The IGEN - Business Forum for Equality, created in 2013, is comprised of 60 Portuguese and multinational organisations\*, which operate in Portugal and represent, as a whole, 2% of Portuguese GDP. The members of the IGEN - Business Forum for Equality accepted the challenge of competitiveness through

the promotion of a collective culture of social responsibility, incorporating principles of gender equality in labour and employment, reconciliation between professional, personal and family life, and parental leave protection in their strategies and management models.

\* This report only refers to the activity of 39 organisations, given that the remaining 21 joined on 6 December 2016.

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