

"GENDER EQUALITY IS A WAY OF LIVING."

IT DOES NOT SUFFICE TO PROCLAIM, TO BUILD
A LEGISLATIVE FRAMEWORK. IT IS NECESSARY TO
SUBSTANTIATE GENDER EQUALITY IN OUR DAILY LIFE, IT
IS NECESSARY TO FEEL THAT IT MATTERS."

MARCELO REBELO DE SOUSA

PRESIDENT OF PORTUGAL

**"EQUALITY IS
BALANCE.**

OUR COMMITMENT IS GENDER EQUALITY

IGEN

BUSINESS FORUM FOR GENDER EQUALITY



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**"66 MEASURES
PROPOSED BY 29
ORGANISATIONS."**

BUSINESS FORUM FOR GENDER EQUALITY
— OUR COMMITMENT —

GENDER EQUALITY AS A DRIVER FOR DEVELOPMENT - TALENT RETENTION

Although gender equality is recognised as a fundamental value so that societies can be more balanced, more fair, inclusive and cohesive, and despite the irregular progress made in terms of quality achieved and in the countries where this issue is visible, it still has a long way to go, as shown in recent studies and strategies, objectives and guidelines defined, whether at national, European or international level.

The ILO 'Women at Work: Trends 2016' study identifies a number of aspects that reveal the persistence of gender inequality and the slow pace of developments around the world. It stresses that gender disparities in the working population and employment rates have dropped only marginally; women experience a higher risk of unemployment; the quality of female employment remains a challenge; the differences in

the distribution of unpaid tasks and in care mean that women are likely to work fewer hours in paid work of any kind; as trends stand right now, we would need 70 years to eliminate gender-based salary gaps; and that gender inequality in the labour market result in gender disparities in the access to social welfare, in particular in maternity and old age benefits.

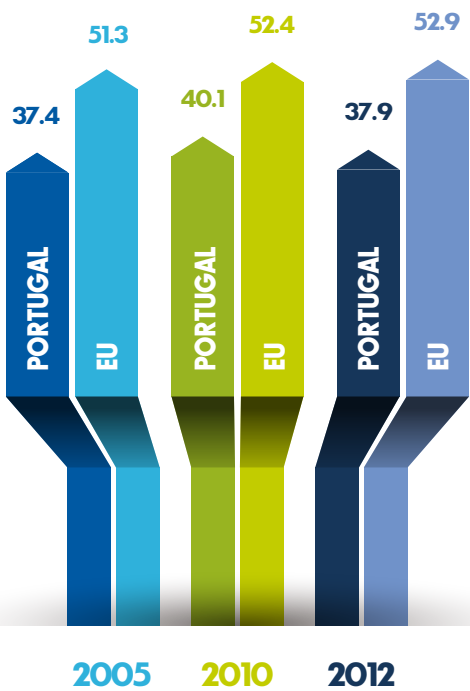
The Gender Equality Index 2015 (Gender Equality Index 2015- Measuring gender equality in the European Union 2005-2012 – Country profiles), in turn, which measures gender equality in the European Union between 2005 and 2012 – based on areas such as work, money, time, power and health, overall shows some improvement, albeit marginal.

Although the EU-28 average has gradually improved between 2005 and 2012, from 51.3 to 52.9, with 52.4 in 2010, Portugal's index rated 37.4 in 2005, and 37.9 in 2012, having scored 40.1 in 2010, meaning that it has backtracked somewhat.

It is, therefore, important to continue to assume equal opportunities for men and women as a commitment and a strategic priority, and to take it into consideration in every aspect of public and political decision making.

It has been proved that conditions conducive to gender equality in organisations and, more broadly, diversity allows people, on their own or as part of teams, to be more creative, have higher levels of motivation, accomplishment and satisfaction, be more productive and more able to rise to the objectives and challenges posed to and by employers.

This is a win-win relationship. More productive, dedicated and happy employees are found in organisations that are more aware of the importance of setting a corporate culture of social responsibility and justice, that integrate the principles of equality and non-discrimination between men and women in their management strategies, thereby making the best use of all the potential of people, enabling talent to prevail over unfounded stereotypes. Moreover, such organisations are stronger social and economic development agents and, as a rule, are also more successful, more sustainable, increasingly more valued, and deserve the preference and trust of clients and stakeholders.



GENDER EQUALITY INDEX 2015

(Source: Gender Equality Index 2015 - Measuring gender equality in the European Union 2005-2012 – Country profiles)

APDL | ADMINISTRAÇÃO DOS PORTOS DO DOURO, LEIXÕES E VIANA DO CASTELO

TESTIMONIALS



APDL, S.A. is a public limited company engaged in the economic operation, conservation and development of the ports of Leixões, Viana do Castelo and the Douro waterway. In 2015, the company was challenged to promote the merger, through incorporation, of APVC – Administração do Porto de Viana do Castelo, S.A., and the transfer of direct port jurisdiction of maritime, river-sea and land areas necessary for the exploration of the Douro River waterway. As a result, the company significantly increased the number of staff, which at the end of the year totalled 256 workers, in other words, 54 more than at the end of 2014. Men represent 68% of the workforce and are, in the majority, in all age brackets, academic background and professional qualification. Women represent about 1/3 of the workforce, 90% of whom are aged between 35 and 59.

The company’s hierarchical structure consists of 4 governing positions (including 1 women), 8 management positions and 25 middle management positions, with women representing 32.4% of these positions, most of whom in middle management positions. In 2015, besides monitoring and taking part in Forum related works, APDL organised the 13th Forum plenary session, under the heading “Presentation of de European and International Gender Equality Networks”. The company has undertaken to strike a balance between work, family and private life, in particular by promoting quality of life, health and wellness of its employees and their direct households. Of note, in 2015, a training activity on “Introduction to Chess” aimed at employees’ children up to 12 years old, attended by 35 children. Besides the entertainment aspect, as it was held during the Easter holidays, this activity also helped in the development of attention and cognitive process of the children.

APS | ADMINISTRAÇÃO DOS PORTOS DE SINÊS E DO ALGARVE

TESTIMONIALS



THE MEASURES IMPLEMENTED UNDER THE GENDER EQUALITY PLAN 2014-2017 WERE PUBLISHED, FOR THE FIRST TIME, IN THE 2015 SUSTAINABILITY REPORT.



A Collective Agreement was signed in 2015 between the Port Authorities and the National Union of Port Authority Workers (SNTAP), published in the BTE – Bulletin of Work and Employment no. 46, of 15-12-2015, that covers the entire port sector, drafted in an inclusive language, and caters for measures nos. 47 and 48 of the 5th National Plan for Gender Equality, Citizenship and Non-Discrimination 2014-2017 and for all dimensions of gender equality, concerning social dialogue, the participation of employees and/or their representative organisations, the balance between work, family and private life, and the dimension of information, communication and image.

Reference should also be made to the fact that the measures implemented by Administração dos Portos de Sines e do Algarve, S.A., under the Gender Equality Plan 2014-2017 were published, for the first time, in the 2015 Sustainability Report.

APSS | ADMINISTRAÇÃO DOS PORTOS DE SETÚBAL E SESIMBRA

TESTIMONIALS



“

IF I HAD TO BE AT WORK EVERY DAY AT 8AM, I WOULDN'T BE ABLE TO TAKE MY DAUGHTER TO SCHOOL. WITH THESE FLEXIBLE WORKING HOURS I CAN BE THERE FOR HER, WHICH SETS MY MIND AT EASE BECAUSE I KNOW SHE GETS TO SCHOOL SAFELY AND I CAN START MY DAY WITH LESS STRESS.

AMÂNDIO ADÉRITO SEIXAS BORGES
OPERATIONAL AGENT

”

Ever since APSS – Administração dos Portos de Setúbal e Sesimbra, S.A. joined IGEN – Business Forum for Gender Equality – our commitment, in the year it was created, the company has become more aware of its responsibilities and of gender equality and equal opportunities between men and women and has sought to adopt measures conducive to the promotion of genuine professional equality and eliminate gender-based discrimination, as well as other measures that facilitate the balance between work, family and private life. One of the measures towards achieving this is the adoption of flexible working hours, which benefits both men and women.

AUCHAN PORTUGAL HIPERMERCADOS

TESTIMONIALS



“

IT MAKES IT EASIER TO COORDINATE PARENTS' WORKING HOURS WITH KINDERGARTEN OPENING HOURS.

JOSÉ MANUEL FERNANDES DA ROCHA

PÃO DE AÇÚCAR AMOREIRAS

”

I was already the store manager when I decided to have a child. I've always been able to balance my working life with my family life, and we also share chores at home, because we both work in large companies. I never felt I lost out on any opportunities at the company, because the image and idea I have of Auchan is that skills matter more than being a man or a woman, old or young! I think my superiors respect me a lot ... They never contact me outside normal working hours and normally they never contact me while I'm on holidays. In case of an emergency, they even "liberate" me to deal with whatever problem I have (e.g., an illness). Staff organisation is very important, but there should always be a relationship of trust and mutual respect to our superiors and to the company ...

MARIA DO CARMO CARMELO

MANAGER AT JUMBO IN CASTELO BRANCO

BAÍA DO TEJO

TESTIMONIALS



In 2015, the discourse of every employee at Baía do Tejo exalted Gender Equality as a constant practice in this company, always present in every decision making process. The company's 1st Gender Equality Plan was used as a tool and as the materialisation of a management practice that is here to stay.

Baía do Tejo embraced Gender Equality as a good management practice. It also set as its objective the deconstruction of the factors that are (and were) barriers to the commitment to equal treatment and equal opportunities for all employees. Although this is a continued challenge, it is nevertheless very gratifying when compared with the situation in the recent

past, before Gender Equality was adopted as a strategic and integrating part of the company's mission. We believe 2015 was the year in which everyone understood that this way of thinking was so important.

DR. JACINTO PEREIRA
CHAIRMAN OF THE BOARD OF DIRECTORS

“

2015 WAS THE YEAR IN WHICH EVERYONE UNDERSTOOD THAT THIS WAY OF THINKING WAS SO IMPORTANT.

”

BANCO SANTANDER TOTTA

TESTIMONIALS



A cultural transformation process called Santander Way took over in 2015. We redefined our Mission, Vision and Values, and contributed to the advancement of people and of companies. Being the best commercial bank, we have earned the trust and loyalty of our employees, clients, and shareholders. 3 values define us: we want to be Simple, Approachable and Fair. This process will allow us in the future to define more ambitious objectives in such areas as gender diversity, employee level of commitment, talent retention, among others.

The purpose of the Flexiworking Policy is to promote diversity and flexibility in order to achieve greater team commitment. The following measures aim to enable the balance between work and private life: Flexible Hours, Flex Friday, Flex Day, Holiday "Purchase" and Teleworking. These measures are in addition to the more than 50 other measures already in place at the Bank.

We have also developed a specific gender equality follow-up dashboard.

We recommend that all suppliers implement such measures under the Family Responsible Company model.

“

FLEXIWORKING, A SIMPLER, CLOSER AND MORE FAIR WAY OF WORKING. THE PURPOSE OF THIS INITIATIVE IS TO CREATE A WORK ENVIRONMENT THAT SUITS THE PERSONAL AND FAMILY NEEDS OF EACH EMPLOYEE, WITHOUT LOSING SIGHT OF DEMANDS AND FOCUS IN RESULTS.

”

CARRIS | METRO | SOFLUSA | TRANSTEJO

TESTIMONIALS



Although some of the activities that Carris, Metropolitano de Lisboa and Grupo Transtejo were willing to carry out have not been implemented in full, the following were partly put into action:

- During the review of strategic documents and internal/ external information is produced, published and distributed at and by the company, the principles of equality and non-discrimination between men and women are formally incorporated in those documents, through inclusive language (written, non-written, and images).
- Employees have broad access to information on Gender Equality, disclosed via intranet; we hope to soon provide a specific Gender Equality dedicated intranet site.
- The Action Plan for Gender Equality, comprising the various stages of preparation; preparation of an annual diagnosis

of the situation, suited to the reality of the companies, to identify the weaknesses and adjustments needed to achieve effective equal treatment and equal opportunities between men and women, to eliminate discrimination, and to enable the balance between work, family and private life.

“

WE’VE FORMALLY INCORPORATED THE PRINCIPLES OF EQUALITY AND NON-DISCRIMINATION BETWEEN MEN AND WOMEN, USING AN INCLUSIVE LANGUAGE.

”

CTT – CORREIOS DE PORTUGAL

TESTIMONIALS



“

WHEN NEEDED, SHE WAS ALWAYS ABLE TO CARE FOR HER SON. THE COMPANY HAS ALWAYS BEEN VERY UNDERSTANDING ABOUT HER FAMILY NEEDS.

”

Her profession is a typical “men’s profession. Natália is a truck driver in the Transportation business since 2001. “I really enjoy what I do. I wouldn’t change it for the world.” There are only two other women in this field of work, but in other positions. She admits that, at first, it was difficult to adapt to her duties and to the team, consisting primarily of men. They thought she wouldn’t handle it and would give up in two weeks. They bet and lost.

When she overcame the challenge, they welcomed the new fellow workers and currently form a tight team consisting of 3 women and 85 men. What about shift rotation and night shifts? Natália says that it’s a matter of getting used to it. Nevertheless, to manage both her professional life and maternity duties, the morning shift is the best. But when needed, she was always able to care for her son. The company was always very sympathetic to her family needs.

NATÁLIA RAMALHO

EDP

TESTIMONIALS



NOTE ALSO THE COMMITMENT MADE WITH THE GOVERNMENT TO INTEGRATE 30% OF THE LEAST REPRESENTED GENDER IN THE GOVERNING BODIES BY 2018.



In 2015, EDP's commitment resulted in the creation of a new division – Diversity and Inclusion – responsible for ensuring the promotion and incorporation of a culture of diversity, which, in turn, led to the creation and adoption of a 3-year action plan that includes a significant number of measures relevant to gender equality.

Taking into account EDP's commitment to the Forum, the company strengthened and implemented measures that promote equal opportunities, in particular: the partnership with PWN (Professional Women Network), the proportionality of representation of women in the Group's development programs, the review of recruitment procedures of the EDP Trainee Program, and the review of parenting measures promoted by the internal program of reconciliation and welfare. But there is more: the company made a significant investment in collecting and systematising data on gender equality. Note also the commitment made with the government to integrate 30% of the least represented gender in the governing bodies by 2018.

GALP ENERGIA

TESTIMONIALS



Diversity and Inclusion are not only a fundamental human right, but also the basis for a peaceful, prosperous and sustainable world. Companies play a key role in the promotion of equality, in the creation of a corporate environment that enhances a diverse and innovative environment, resulting from the variety of talented people that generate and increase the competitive advantages of companies, thereby contributing to the development of a society that fosters equal opportunities. For this to happen, each of us needs to assume our role as guardians of this commitment, acting responsibly at work, within our family, our social circle, by setting the example and influencing the adoption of behaviours that respect and value the individual. As a woman, professional, and mother I have that mission, that duty.

SANDRA APARÍCIO

HEAD OF ENVIRONMENT AND SUSTAINABILITY, GALP

The commitments made by Galp include the principles of gender equality and non-discrimination between men and women at work and in employment. This has been done through the implementation of measures that will help consolidate equal opportunities as well as reconcile work, family and private life, and parental protection. The increasing incorporation of the gender equality principle in the company's management strategy has been noticeable, which could embody a more inclusive and comprehensive decision-making capacity and the promotion of the employee satisfaction.

TANYA LEE ALMEIDA

TRAINING MANAGER AND REPRESENTATIVE
OF GALP WITH IGEN FORUM, GALP

GEBALIS

TESTIMONIALS



We, at GEBALIS, EM, believe that the promotion of gender equality helps improve working conditions and is a driver for good interaction between employees. It's not just a matter of social justice, but rather something essential for the development of creativity, productivity and company performance.

PEDRO PINTO DE JESUS

CHAIRMAN OF THE BOARD OF DIRECTORS

About the measures implemented in my company, I can only be so grateful because I receive benefit for my handicapped daughter. This measure addresses some of the regular extra costs I have with her, namely medication, medical bills, trips outside Lisbon, exams, etc... Thank you!

SANDRA SARAIVA

TECHNICAL ASSISTANT

The fact that we pay more and more attention to the family circle of our employees, allow parents to spend the afternoon with their child on their birthday (for children in the 1st cycle of school) shows how we value the balance between work and private life.

PAULA DE PINA

STUDIES AND PLANNING DEPARTMENT

GRUPO CH

TESTIMONIALS



The most noticeable aspect of CH's effort and concern is the increasing number of protocols signed with support services that bring special benefits to employees and their families, as well as its efforts in having the employees benefit from them. I know that in this respect the company has identified the actual need of employees and has adapted its activity to those needs, which for me is essential. We need to understand what each employee values the most. The priority given to raising the awareness of employees to this topic and the sharing of information about gender equality rights in our internal communication channels is also quite outstanding. Grupo CH and its employees are quite enthusiastic about Gender Equality.

We believe that balance and stability ensured by the extra-professional unit are indispensable for achieving serenity. The conditions provided by CH to this end allow us to live a healthy life and to achieve a blend of work and family.

JOANA ALMEIDA
GRUPO CH EMPLOYEE

“

THE COMPANY HAS IDENTIFIED THE ACTUAL NEEDS OF EMPLOYEES AND HAS ADAPTED ITS ACTIVITY TO THOSE NEEDS.

”

GRUPO PSA

TESTIMONIALS



Gender equality policies at Grupo PSA are not just a number of measures and determinations. Those policies are part of the corporate strategy undertaken in various internal and external commitments.

Grupo PSA has supported the United Nations Global Compact for more than a decade aiming to contribute to the observance of human rights and to implement social and HR development policies that value the increase of female employment and professional equality between men and women.

The Group's gender equality policy is geared towards the balanced number of men and women in different positions and organisation levels as an added value and economic competitiveness factor. By fostering competence and results-driven equal opportunities, we are benefiting the commitment and motivation of our employees and developing a culture of results and economic efficiency.

It was in this context that in 2016 Grupo PSA went a step further in strengthening its gender equality policy by adhering to the United Nations Women's Empowerment Principles, recognising the need to strengthen the power of women in our organisations and entities as one of the cornerstones of our dynamic and responsible development.

“

THE PRIMARY AIMS OF THE GENDER EQUALITY POLICY OF GRUPO PSA IS TO PROMOTE A BALANCED NUMBER OF WOMEN AND MEN WORKING IN TEAMS AND TO PREVENT ANY DISCRIMINATION.

”

IBM

TESTIMONIALS



“

WE HIGHLIGHT IBM’S EX.I.T.E. GLOBAL PROGRAMME DEVELOPED IN PORTUGAL SINCE 2005, AIMING TO MOTIVATE YOUNG GIRLS TO THE AREAS OF SCIENCE, TECHNOLOGY, ENGINEERING AND MATHEMATICS (CTEM).

”

“IBM has made it a mission to help more girls who have to choose a university or vocational course to be interested in scientific and technological areas”, said António Raposo de Lima, Chairman of IBM Portugal. “The EX.I.T.E. Camp is living proof of our social concerns and another concrete example of our continued investments in Science and Technology and, in this case, addressing the gender gap in these areas.”

ANTÓNIO RAPOSO DE LIMA

CHAIRMAN OF IBM PORTUGAL

“Innovate with Technology” was the theme of the programme’s 11th edition in Portugal, which was attended by 20 students from Bom Sucesso School, in Alverca, and 10 daughters of IBM employees, accompanied by 50 volunteers. The aim of the initiative was to achieve a fairer society and raise the awareness of public and private entities and the community in general to this matter.

INCM

TESTIMONIALS



INCM has always been committed to Gender Equality issues. Proof of this was the honourable awards received in 2011 and 2013 when we applied to the “Equality is Quality” prize. In terms of good practices, we would like to highlight some of the measures adopted in 2015, for e.g., the incorporation of the principle of equal treatment and non-discrimination into INCM’s values, the institution of the Gender Equality day, which we celebrated for the first time on 1 June with different initiatives we disclosed in-house and outside the company, and also the integration of INCM as the anchor company in the project led by ISEG, Gender Equality in Companies. Although the company has always strongly invested in the reconciliation between work, family and private life, it still pays considerable attention to the measures that favour this model as a way of retaining its staff, in particular through the conclusion of protocols with external entities and fostering

the take-up of parental leave by fathers. Our prospect for the future is to introduce mechanisms to encourage the increase in the number of women in management positions and the reference to gender equality, diversity and non-discrimination in the collective labour agreement.

RODRIGO LUCENA
BOARD MEMBER

“
WE’D LIKE TO INTRODUCE MECHANISMS TO
ENCOURAGE THE INCREASE IN THE NUMBER OF
WOMEN IN MANAGEMENT POSITIONS.
”

INFRAESTRUTURAS DE PORTUGAL

TESTIMONIALS



IP Infraestruturas de Portugal was established in June 2015 in the course of the merger between REFER and Estradas de Portugal. The company continued to implement a management strategy committed to the promotion of equality and opportunities, rights and conditions between men and women. Eugénia Correia and André Melrinho explain their experience.

From my experience in national and international working groups, road paving is clearly a man's job. However, this trend has been declining in Portugal. I remember in 2012 when I first went to the meeting of the Technical Committee of Road Pavement of the World Road Association. I sat at a table with about 40 fellow workers, 2 of whom were women. I thought to myself "ok, here clearly men outnumber women". The first impact was intimidating. However, when we share a common language and a common passion, pavements, (...)

we're all just fellow workers, friends, professionals working together and sharing knowledge and experiences.

EUGÉNIA CORREIA

ENGINEER RESPONSIBLE FOR PAVING AND DRAINAGE

Those 65 days were amazing! Or better still, those were the first amazing 65 days lived as a family of 3. Our darling Carolina has just been born and I had the chance of living all those moments intensely: her first diaper, her first bath, the navel falling off, her first shots, her first colic, her first baby food. So many firsts that will always be remembered because I was there with her!

ANDRÉ MELRINHO

ENGINEER (SURVEYING)

L'ORÉAL

TESTIMONIALS



The gender equality issue should be a core concern in a business like ours, as we promote beauty and women are without a doubt one of L'Oréal's most important undertakings. When my daughter was born, the first to be born while I was at L'Oréal, and during maternity leave my duties were increased, I was promoted, and I was given leeway to define and create a new department. To be able to fully enjoy motherhood is a privilege that should last forever, but it is encouraging to work in an environment that respects and understands what this new phase involves.

C. ALMEIDA

COMMUNICATION & DIGITAL MANAGER

It is so important to achieve a balance between work and private life. There's no way we can perform well at work when our house is "disorganised", or vice versa. As a father of 5 and being married to someone who has an intense professional activity, I find that the flexibility I'm allowed to have at L'Oréal is a plus in my daily work routine. This flexibility comes hand in hand with freedom and responsibility!

T. SILVA

BUSINESS DEVELOPMENT DIRECTOR

MERCER

TESTIMONIALS



In 2015, the Women@Mercer group carried out several initiatives, two of which were quite relevant.

The workshop on Maternity and Paternity was most interesting. We talked about a couple of topics on the challenges of parenthood and how we can smoothly balance it with professional life, and also about the strategies to deal with some of the typical difficulties (tantrums, sleep, setting rules and boundaries, etc.).

TIAGO BORGES

The Kids & Teens @ Mercer party (for the employees' children) brought together two of the main dimensions of our lives: family and work. My children were able to visit (again) their father's office and, of course, enjoy themselves with the entertainers and games. This event gives our kids a positive and fun impression of their parents' job, which helps them understand, for instance, when I tell them "now Dad has to go to work".

ANDRÉ HERDADE

MICROSOFT

TESTIMONIALS



It is a privilege to work for a company that regards diversity as something more than simple justice. At Msft, Diversity+Inclusion=Success. We believe in what people do, irrespective of gender, race, etc. Our mission – Empower every person (...) to achieve more – is a mission for everyone alike! And to reach everybody we definitely need to put it into practice within the company. To have a little bit of each is extremely valuable!

As to gender equality, rather than being a finite goal, we see it as a lasting commitment: encouraging students, ensuring career plans and, most important of all, making it possible to balance career and family. This is where our remote working policy comes into play. Anyone can work from home! We use our own technological tools,

which, in fact, are some of the tools that we offer to the

market. We are proud to say that they undoubtedly enable the possibility to work from home.

ANA RITA PEREIRA

“

MAKING IT POSSIBLE TO BALANCE CAREER AND FAMILY. THIS IS WHERE OUR REMOTE WORKING POLICY COMES INTO PLAY. ANYONE CAN WORK FROM HOME!

”

NESTLÉ PORTUGAL

TESTIMONIALS



When I think of Nestlé I think of a mother caring for her children. I believe the company seeks to reflect this image in the way it places its female employees, helping them coordinate their role as mothers, women and professionals. Let me give you an example. When I had to dedicate more time to my family, Nestlé supported me. Even before the flexible hours we now have, the company allowed me to be less physically present in at the company and to work the rest of my working hours from home. As an employee, I never felt that I was losing out on career growth opportunities. On the contrary, I feel that the “more feminine” skills are valued more and more and that the company recognises the importance of having mixed and balanced teams formed by men and women.

ANA LEONOR PERDIGÃO

MARKET NHW MANAGER,
16 YEARS AT NESTLÉ

Nestlé offers several types of benefits that support motherhood and the reconciliation between work and private life. During the first year of our child’s life, one of the main benefits is free food for the child, for e.g., formula, baby porridge and baby food. We’re also helped in terms of school costs for children over the age of 1.

One fine example of how Nestlé stands out in terms of gender equality is that when I returned after my maternity leave I signed a permanent contract with the company, even though I was on a fixed-term contract until then.

FILIPA LORY

MEDICAL SALES REP.,
5 YEARS AT NESTLÉ

NOVO BANCO

TESTIMONIALS



NOVO BANCO is made by and for people, by male and female employees for men and women.

The “NOVO” feature, as in thinking anew, means that the bank is continuously reinventing itself to contribute better to a more responsible society. Respect for diversity is, for us, a commitment, ever present in our Code of Conduct and in our Human Resource Policy. We’ve reached parity in terms of staff distribution by sex; the rate of women in management positions is of about 32%.

As a NOVO BANCO employee, my view is that the Bank takes on gender equality as a theme that concerns not only women, but everyone alike. To make its stance even clearer, the Bank introduced in 2014 a mandatory training activity for all senior management on gender equality. It has also established a number of good practices, in particular in respect of reconciliation between work and private life (e.g., leave on special days).

Have we done everything? No! That’s why our challenge is “PENSAR NOVO” – thinking anew – towards innovation, but always respecting diversity.

“

WE’VE REACHED GENDER PARITY WHEN IT COMES TO STAFF DISTRIBUTION BY GENDER, AND FEMALE REPRESENTATION IN MANAGEMENT POSITIONS IS OF ABOUT 32%.

”

PSA MANGUALDE

TESTIMONIALS



After implementing the gender equality plan and measures in previous years, in 2015 we implemented measures in connection with the reconciliation of work and private life, support to birth rate and help to the children of our employees. These measures included offering employees (mother or father) a baby hamper for when their babies are born, and health insurance for the child's first year of life; when they begin school, we also offer them school supplies until they turn 18. For our employees who have young children we set up training programmes and visits to the factory. We've also negotiated several partnerships in the area of health, welfare, and goods and services in order to increase the number of social benefits. Social welfare is one of our biggest concerns.

“

TO INCREASE THE NUMBER OF PERKS, WE'VE NEGOTIATED AND PARTNERED WITH OTHER ORGANISATIONS IN THE HEALTH, EDUCATION, WELLNESS AND GOODS AND SERVICE PURCHASE/PROVISION SECTORS.

”

PT PORTUGAL

TESTIMONIALS



At PT, gender equality is the basic principle for the company’s success and a deeply-rooted practice. PT is strongly focused on practices that respect human rights, so it joined Business Forum for Gender Equality right from the start, strengthening its commitments to the promotion of equality in the workplace and non-discrimination between men and women in work and employment. The increase in the percentage of women in management positions to 39.1% mirrors this commitment.

To improve sustainability, organisational fairness and employee satisfaction, PT has also been implementing measures that facilitate the reconciliation between work and private life.

These are some of the examples of such measures:

flexible working hours, availability of technologies for communication and mobile or distance work, and more advantageous parental and family support schemes than those provided for by law.

“

THE INCREASE IN THE NUMBER OF WOMEN IN MANAGEMENT POSITIONS TO 39.1% REFLECTS THIS COMMITMENT.

”

REN – REDES ENERGÉTICAS NACIONAIS

TESTIMONIALS



TALENT HAS NO GENDER

The challenge involved more than 130 km and hundreds of students. Under the banner of gender equality, the REN trainees designed and implemented a plan to debunk the myth that engineering is exclusive of men. This year, the slogan was “Talent has no gender”, chosen on account of the commitment undertaken by REN with IGEN Forum. Together with Forum Student, 4 secondary schools were chosen to host the awareness-raising activities for girls studying the science curricula. Two trainees explained what their job was and why they chose to study engineering; they also guided the girls along scientific experiments.

According to Elsa Carvalho, head of HR, “This challenge was prompted by the difficulty we have in recruiting young female engineers.

The feedback we got leads us to believe that we have planted

the seed. We hope to one day find some of these young girls in future recruitment processes, and that they tell us that our presence had a positive influence on their choice”.

“

WE HOPE TO ONE DAY MEET THESE YOUNG WOMEN IN RECRUITMENT PROCESSES AND TO HEAR FROM THEM THAT OUR PRESENCE HAS POSITIVELY INFLUENCED THEIR CHOICES.

”

RTP

TESTIMONIALS



In the context of RTP presence in the Business Forum for Gender Equality – IGEN, in 2015 we carried out activities and participated in other activities in connection with the commitments we undertook.

Our human resource strategy is based on the principles of valuing our employees, both male and female, guaranteeing equal conditions, in particular when it comes to selection, recruitment and training.

During 2015, we undertook the intention to sign a number of protocols with companies with a view to facilitating proximity services and possible reduction in the price of essential commodities, in order to reconcile work, family and private life.

The company’s mission as a key player in social responsibility also resulted in concrete activities in the areas of parental protection and reconciliation of work and family life. RTP negotiated the implementation of various practices

in cooperation with social partners as part of the reconciliation between work and family life, family protection and Social Responsibility promotion activities.

In terms of inclusion, the company has already in place a policy for male and female employees with disabilities, in cooperation with promoter entities, within the scope of integration and adaptation to the workplace, increasing autonomy skills and equality treatment.

RTP has in place a policy of equal opportunities and intervention in Social Responsibility areas.

MARIA HELENA PEREIRA
HEAD OF HUMEN RESOURCES

XEROX PORTUGAL

TESTIMONIALS



The promotion of gender equality and diversity policies has long been a tradition at Xerox. These are the values that define us as a company and that should be part of the duties of any organisation.

Promoting equal opportunities among all employees, male and female, has always held centre stage in our policy and is wholly part of our general management principles. This is why we should foster a work environment and equal opportunities based on merit and on employee skills without discrimination of any kind.

Society is composed of this variety of people with different perspectives, and this is the picture of the society we wish to have in all areas and hierarchical levels in our company.

“

**PROMOTE A WORK ENVIRONMENT AND
EQUAL OPPORTUNITIES BASED ON
MERIT AND EMPLOY SKILLS WITHOUT
DISCRIMINATION OF ANY KIND.**

”

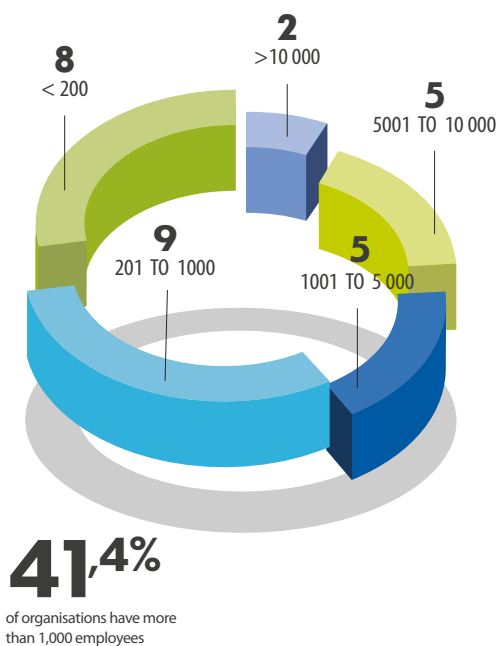
CHARACTERISATION OF ORGANISATIONS

The participation in IGEN – Business Forum for Gender Equality presupposes the definition and fulfilment of targets assumed by each organisation, with a view to improving the internal policies on gender equality.

The measures proposed and designed to be implemented aim to meet the internal needs identified and fall into 9 dimensions of equality:



- 1| MISSION AND VALUES OF THE COMPANY
- 2| STAFF RECRUITMENT AND SELECTION
- 3| LIFE-LONG LEARNING
- 4| REMUNERATION AND CAREER MANAGEMENT
- 5| SOCIAL DIALOGUE AND PARTICIPATION OF MALE AND FEMALE EMPLOYEES AND/OR THEIR REPRESENTATIVE ORGANISATIONS
- 6| DUTY OF RESPECT FOR THE DIGNITY OF MEN AND WOMEN IN THE WORKPLACE
- 7| INFORMATION, COMMUNICATION AND IMAGE
- 8| RECONCILIATION BETWEEN WORK, FAMILY AND PRIVATE LIFE
 - › NEW FORMS OF WORK ORGANISATION
 - › DIRECT BENEFITS FOR MALE AND FEMALE EMPLOYEES
 - › DIRECT BENEFITS FOR MALE AND FEMALE WORKERS' FAMILY MEMBERS
- 9| MATERNITY AND PATERNITY PROTECTION AND FAMILY SUPPORT

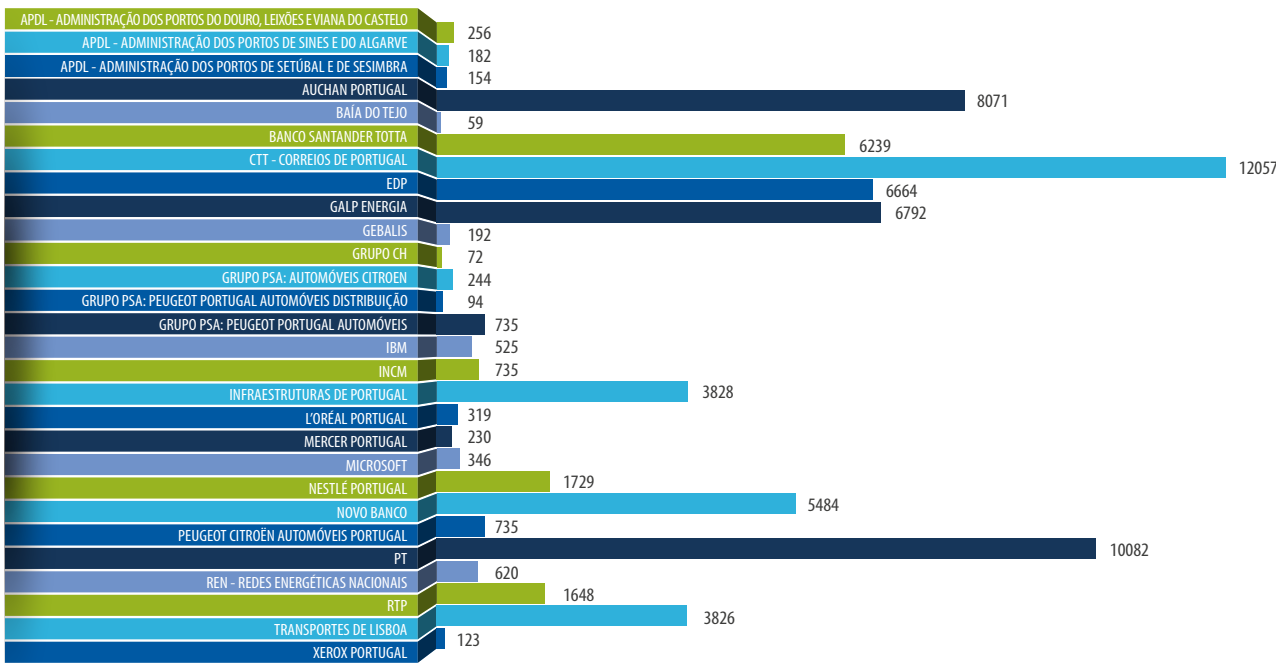


SIZE OF FORUM COMPANIES

On 31 December 2015, 29 companies were members of the IGEN Forum, all of which proposed to implement a total of 66 measures.

A questionnaire was prepared to monitor the implementation of these measures, to be sent to each company, all of which replied. The purpose of the questionnaire is to identify the level of achievement of each measure, including some that were not foreseen in the commitments assumed in the renewal or conclusion of the Membership Agreement, but were nevertheless defined and implemented, contributing to the achievement of the goals. Participants also had access to a feedback section where they could comment on the relevance of their participation, and also on how they assess the Forum’s dynamics and structure.

This chapter shows the results achieved by the 29 member organisations and briefly characterises them.

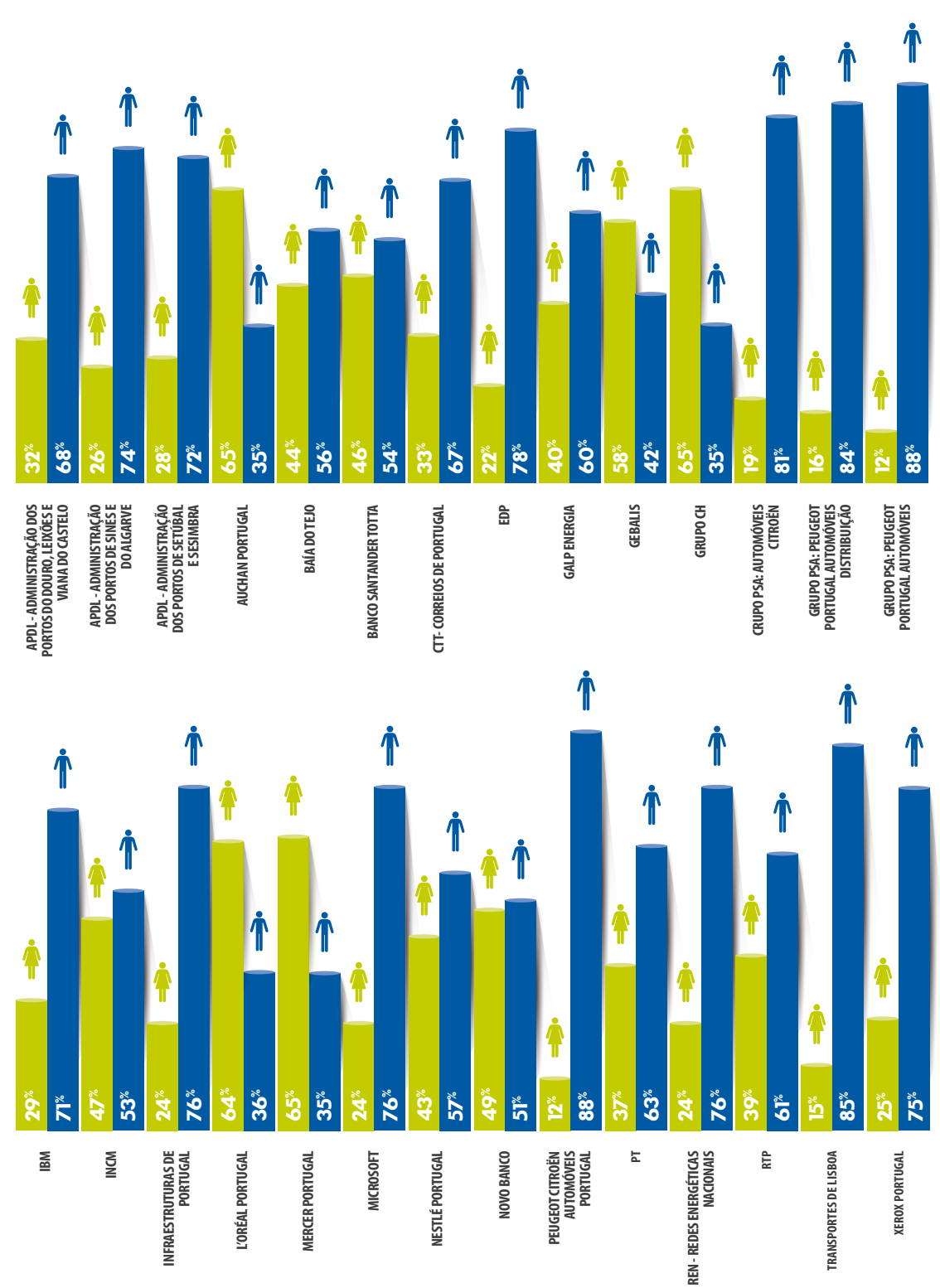


STAFF OF EACH ORGANIZATION

Automóveis Citroen S.A. and Peugeot Portugal Automóveis S.A. present combined data.
Metropolitano de Lisboa and Carris are now a single company - Transportes de Lisboa.

The Business Forum for Gender Equality is made up of organisations of variable size (large, medium, and small), of the public, cooperative, and private sectors, and from different activity sectors. This mixed composition enriches the Forum with different experiences and realities, united around a common goal: to promote gender equality.

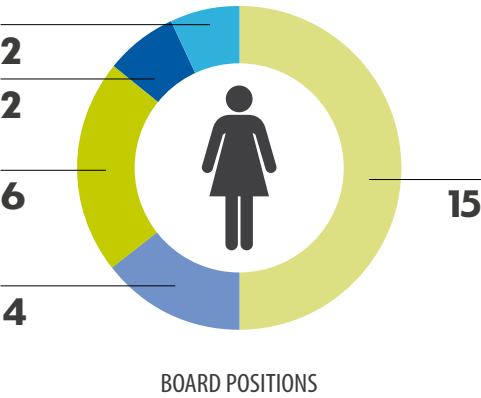
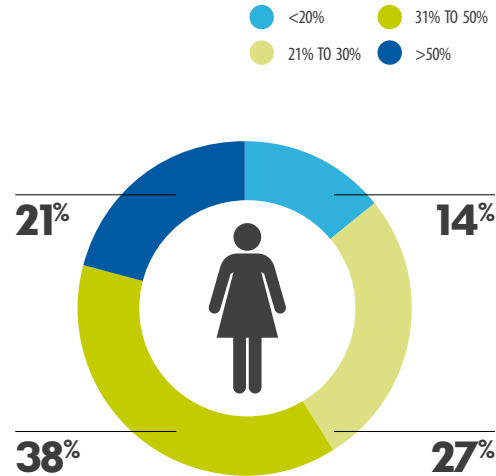
MEN/WOMEN RATIO



% OF WOMEN IN IGEN ORGANISATIONS

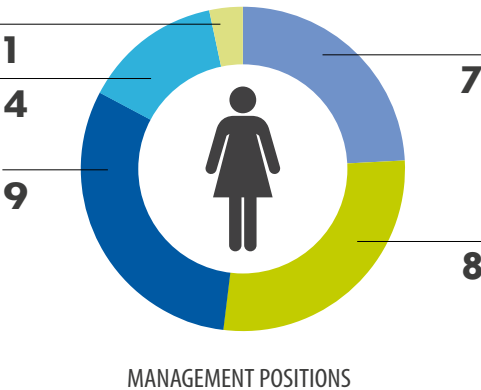
It emerges from the questionnaire that most companies employ more men than women, in proportions identical to those of 2013 and 2014. Men are more represented in these activity sectors, thus generating unbalanced ratios. The IGEN Forum provides an ideal opportunity to allow this realisation and, therefore, allows the establishment and implementation of measures that contradict this reality or trend.

Of these 29 companies, 41% have a percentage of female employees of less than 30%. Just as in 2014, only in 6 companies were women outnumbered by men, which reflects the female-dominated activities/professions. However, the efforts of some companies to increase the recruitment of the least represented gender are noted.



BOARD AND MANAGEMENT POSITIONS – F-M RATIO (%)

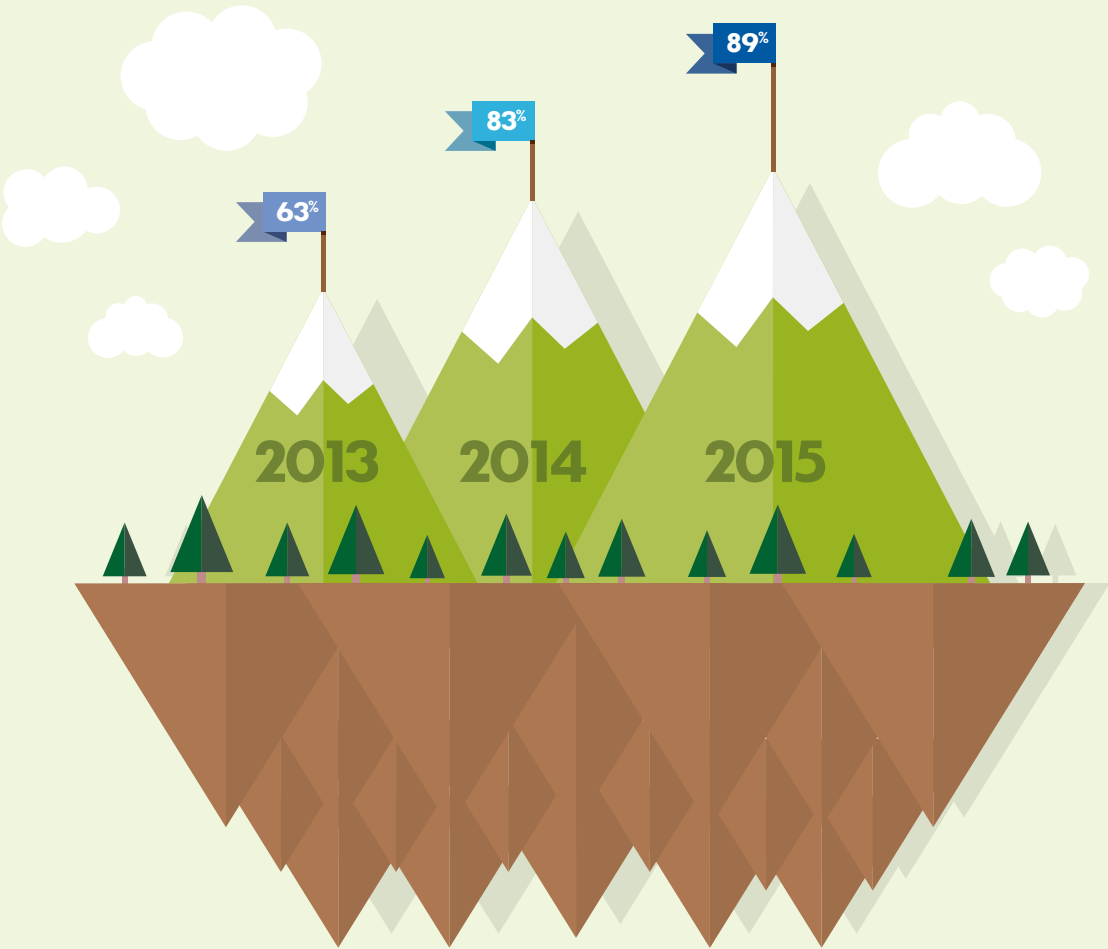
Of all the companies, 14 have no women in Board positions (48%) and only 2 show a balanced distribution between F-M in this hierarchical level. As for women in management positions, the ratio of women is less than 30% in 16 companies, and only in 3 companies do women outnumber men in these positions.



ANALYSIS OF IMPLEMENTED POLICIES

The review of the measures proposed by the companies for 2015 shows that of a total of 66 measures, 59 were fully operationalized, i.e., an 89% implementation capacity, greater than in the previous year in 6 percentage points. This shows the increasing relevance of this issue within the companies and a firm and gradual cultural change process.

In 2013, of the 91 measures initially proposed by the 21 companies, 63% were fully implemented and in 2014, of the 115 measures proposed 83% were fully implemented.

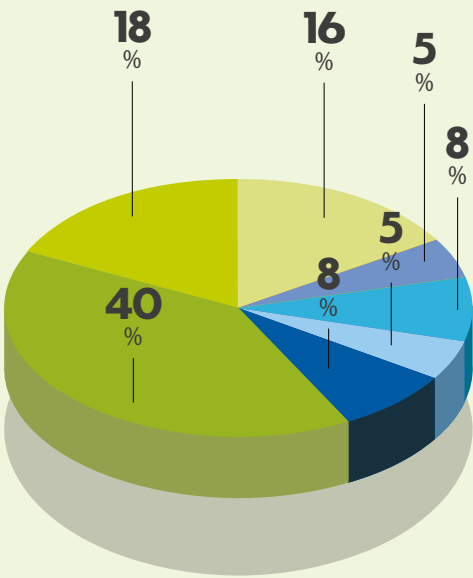


This progress suggests, on the one hand, a thorough identification of the measures to be implemented and, on the other hand, a greater investment in its implementation, which is seen as a positive sign of the determination in the transformation under way.

- COMPANY MISSION AND VALUES
- LIFE-LONG LEARNING
- REMUNERATION AND CAREER MANAGEMENT
- SOCIAL DIALOGUE AND PARTICIPATION OF MALE AND FEMALE EMPLOYEES AND/OR THEIR REPRESENTATIVE ORGANISATIONS
- INFORMATION, COMMUNICATION AND IMAGE
- RECONCILIATION BETWEEN WORK, FAMILY AND PRIVATE LIFE
- MATERNITY AND PATERNITY PROTECTION AND FAMILY SUPPORT

The main objective of the measures implemented was to improve the reconciliation between work, family and private life (40%), and to ensure the protection of maternity, paternity and family support (18%).

Being aware of the need for a change in the “Company mission and values” is also worthy of - 16% of the measures implemented, which has even a more significant impact on how gender equality is and can be experienced in the workplace



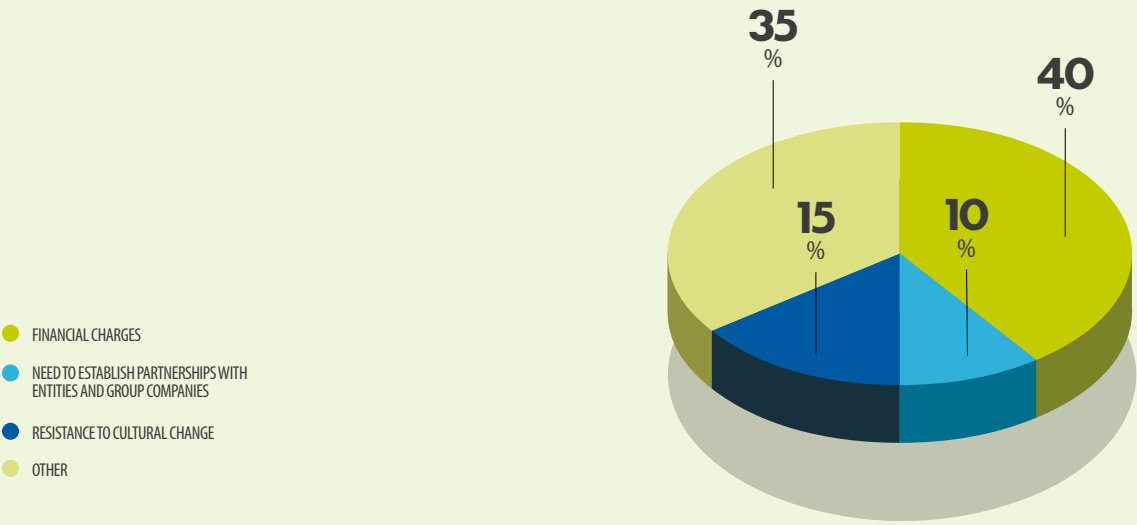
The fact that the measures are concentrated in the dimensions shown in the Chart shows the low incidence of action in other dimensions, in particular ‘Staff recruitment and selection’ and ‘Duty of respect for the dignity of men and women in the workplace’.

DIMENSIONS OF MEASURES IMPLEMENTED

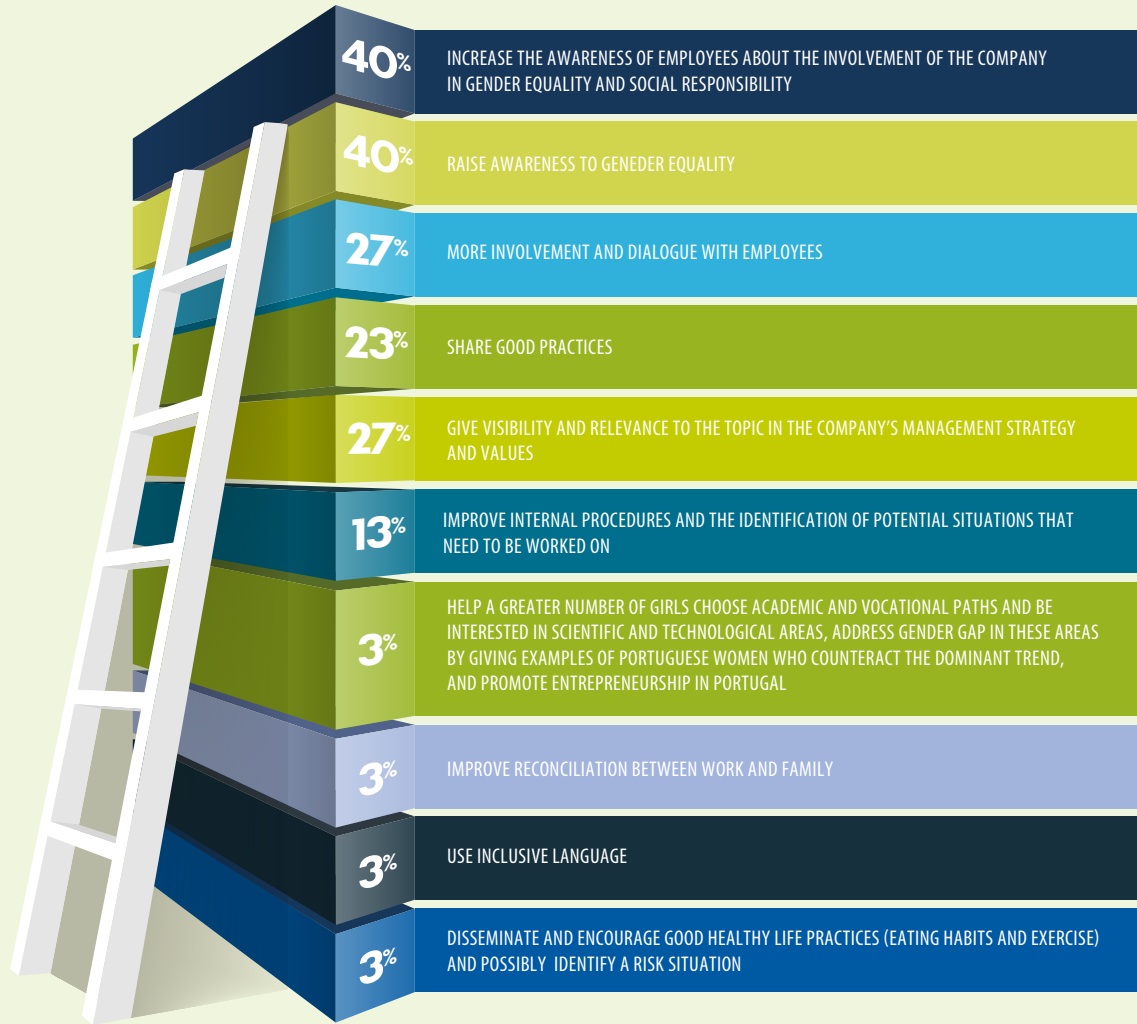
SUCCESS FACTORS AND BOTTLENECKS IN THE IMPLEMENTATION OF MEASURES

As factors of success, the companies pointed out that the measures implemented brought significant benefits, better awareness of employees of the company’s involvement in gender equality and social responsibility organisation and management (40%), as well as the employees’ own awareness on these themes (40%). The companies also mentioned that the impact of 98% of the activities was as expected.

Most of the obstacles identified concerned financial charges (40%), resistance to organisational culture change (15%), and the need to establish partnerships with other entities (10%).



BARRIERS TO THE IMPLEMENTATION OF MEASURES



BENEFITS DERIVED FROM THE IMPLEMENTATION OF MEASURES

OVERALL ASSESSMENT OF THE WORK CARRIED OUT BY MEMBER ORGANISATIONS

To assess the degree of satisfaction and suitability of the different activities carried out throughout the year, the companies were asked to answer some questions, in particular the following:

Did the activities presented by the companies meet your initial expectations?
Yes – 100%

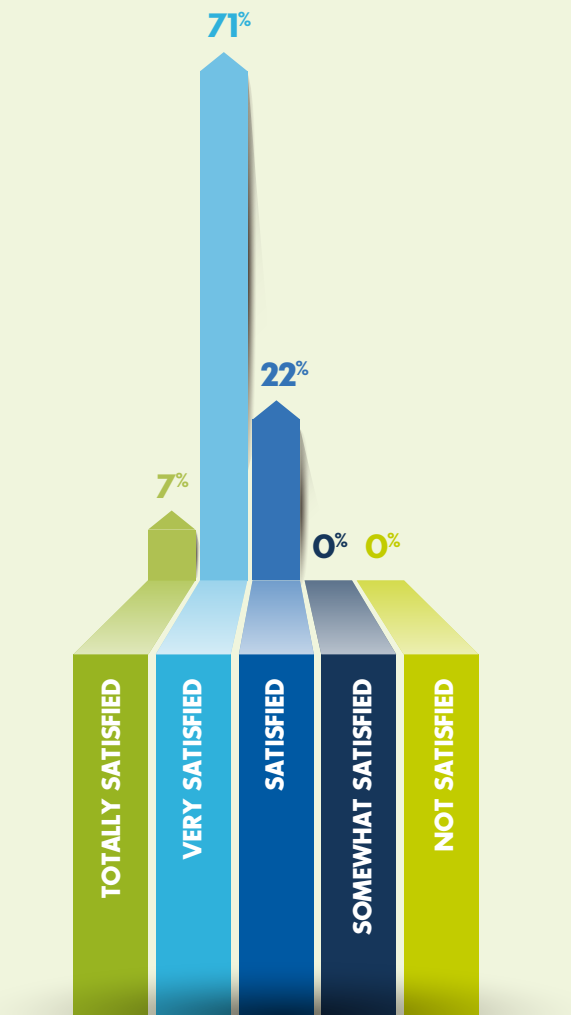
Did the Forum's dynamic meet your expectations?
Yes – 100%

Did you identify any benefits in participating in the Forum?
Yes – 100%

Was there any activity presented in this Forum that you would consider interesting for your company?
Yes – 86%

As for the degree of satisfaction in having taken part in the Business Forum for Gender Equality, 78% of the companies said they were totally satisfied or very satisfied with their participation.

As one of the Forum's strategic objectives is to promote the rise of women to top positions, the companies were also asked if they intend to set goals to increase the number of women in management positions. More than 30% of the companies confirmed their commitment to work towards this.



OVERALL DEGREE OF SATISFACTION

CONCLUSION AND COURSE OF ACTION FOR 2016

The IGEN Forum was created in 2013 as the meeting point of organisations from various sectors of activity united around a common goal: to promote Gender Equality measures in internal policies, in line with the Europe 2020 strategy, with the priorities of the Portuguese State, and the objectives of the Commission for Equality in Labour and Employment – CITE.

Based on a work methodology with and for the organisations, the Business Forum for Gender Equality gathered, in 2015, 29 companies that recognise gender equality as a cornerstone of development, sustainability and competitiveness.

Its constantly changing and renewing dynamic nature fostered the membership of new organisations that share common values in the field of gender equality. The Forum met, for the third consecutive year, as an open group in which the member organisations declared, strengthened and showed their collective culture of social responsibility and justice, and were clearly committed to promoting equality in labour and employment, parental protection and reconciliation between work, family and private life.

This constant commitment to gender equality values and openness to the membership of new organisations ensures the value and sustainability of the Forum.

In 2016, new organisations are expected to join the Forum to be part of and reinforce this pioneering project in Portugal and Europe.

After three years of working together, we have highlighted some conclusions from the numbers and sharing of experience:

- › The recent memberships have brought a greater balance in the size of organisations represented at the IGEN (41.4% of organisations have more than 1 000 employees vs 52.4% in 2014);
- › 98% of activities implemented had a positive impact and met expectations;
- › The participating organisations still show an unbalanced F-M ratio, with men prevailing;
- › In respect of management positions, in 86% of organisations women represent less than 50%, the presence of women in management positions in 55% of organisations is less than 30%;
- › The dimensions of gender equality with a higher rate of implementation are “Reconciliation between work, family and private life”; “Protection of maternity/paternity and family support”; and “Company mission and values”;



- › The number of measures presented/implemented in the dimensions “Duty of respect for the dignity of men and women in the workplace” and “Staff recruitment and selection” is still low. It is important to foster activities under these themes;
- › Members are satisfied with the fact that the group exists and functions, and with its work;
- › The sharing of measures, practices and experiences continues to be the highlighted benefit of participating in this Forum.

In 2016, the Business Forum for Gender Equality, in line with the strategic priorities of CITE, aims to continue to seek innovative solutions/answers to fight against pay gap; foster social dialogue; promote the presence of more women in senior management positions, and facilitate the reconciliation between work, family and private life, and parenthood, continuing the work carried out over the years.

To this end, in 2016 the Forum organisations will give priority to the further implementation of the strategic guidelines defined for 2015:

- › Increase the internal and external visibility of the Forum, of its members, and of the measures implemented;

- › Strengthen lobbying through “public decision making”;
- › Hold debate cycles aimed at strategic interested parties (social partners; the academy; international organisations; public bodies, and others);
- › Promote the organisation of mutual visits, enhancing existing synergies, the sharing of knowledge and experience acquired throughout this process, and establish common projects;
- › Organise the measures to be implemented by dimension and align them with the national and international priorities;
- › Continue to look for models of plenary meetings that meet the needs of organisations and prompt the discussion and change of IGEN-relevant issues: pay gap; women leadership; social dialogue; reconciliation and parenthood, and moral and sexual harassment.

The Business Forum for Gender Equality continues to give its contribution to foster the adoption of principles and practices conducive to equal opportunities between men and women within each member organisation, and from a broader perspective, to support the definition of public policies to improve national indicators in the field of gender equality.

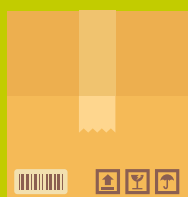


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2015 REPORT

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**"ACHIEVING
GENDER EQUALITY
IN OUR DAILY LIFE
AND WORK IS
NO LONGER AN
ASPIRATION, BUT
AN OBLIGATION."**

NAOKO OBI

HEAD OF THE COMMUNITY DEVELOPMENT GENDER EQUITY
AND CHILDREN DEPARTMENT AT UNHCR