

Guidance for developing Gender Equity and Social Inclusiveness (GESI) Policies for your business

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Definitions:

Equity is a process of being fair. It means steps being taken to achieve fairness and justice in the distribution of benefits and responsibilities. It often requires programs and policies to end existing inequalities. Equity leads to equality.

Equality means that all people enjoy the same status. All people have equal conditions for realising their full human rights and potential to contribute to national, political, economic, social and cultural development and to benefit from the results.

Gender is a social construct that defines what it means to be a man or woman, boy or girls in a given society – it carries specific roles, status and expectations within households, communities and culture. [It is not the biological difference between men and women]

GESI in Papua New Guinea

Papua New Guinea has a legislative and policy framework which supports and promotes gender equity and social inclusive processes and practices. Goals 1 and 2 of our National Constitution recognise integral human development and equality and participation. Section 55 allows for deliberate actions and interventions to be taken in order to ensure equal opportunities for all.

Gender equity and social inclusion principles and strategies are key aspects of the Vision 2050, Development Strategic Plan 2010-2030 and our Medium Term Development Plans. In addition there are a number of global and national goals such as the Millennium Development Goals which strive to bring our Nation to an equal footing with other developed nations.

The Government of Papua New Guinea has a GESI policy for the public sector.

What is leading practice for Gender Policies?

- Go beyond minimum legal obligations and strive to implement initiatives that benefit both business and employees.
- Consult to ensure the policy is tailored to the unique and specific needs of the employer and employees in a particular workplace.
- Communicate the policy to managers, particularly managers with responsibility for recruitment, performance reviews and training and development decisions.
- Communicate the policy to all employees, particularly during recruitment, performance reviews and training and development.
- Ensure that gender policies are consistently applied across the organisation.

This paper provides some guidance about various aspects of gender equity and social inclusiveness to enable businesses map out a plan for development and implementation of appropriate policies that will benefit their businesses and the women, men, girls and boys involved with their businesses. It goes beyond gender equity to consider a broader suite of social justice considerations.

Areas covered are:

	1. Equal employment opportunity;
	2. Flexible working practices;
	3. Disability, HIV and AIDS and inclusion;
	4. Elimination of violence, violence against women and Family and Sexual Violence

1. Key features of an Equal Employment Opportunity¹ policy (refer also Section 3 Disability, HIV and AIDS & Inclusion policy)

It is recommended that organisations have a formal **Equal Employment Opportunity** policy, which will assist the organisation:

- meet legal requirements
- increase staff loyalty, satisfaction and commitment
- improve workplace productivity
- reduce staff turnover, resulting in lower recruitment and training costs
- attract, retain and develop talents
- be recognised as an employer of choice
- provide both women and men access to equal employment opportunities and outcomes

Area	Key features that may be included
Statement	<ul style="list-style-type: none"> • an acknowledgement of the organisation's philosophy on providing equal opportunities for men and women and people living with disabilities • a statement of purpose that identifies benefits or outcomes of equal opportunity such as workforce diversity
Purpose	<ul style="list-style-type: none"> • provide equal employment opportunities for men and women, including people living with disabilities in this work place • describe the process and procedures for ensuring equal employment opportunities • understanding the organisation's current position and putting in place strategies to achieve a desired future condition
Guideline and procedures	<p>Appointment and Promotion</p> <ul style="list-style-type: none"> • Advertise the fact that you are an equal opportunity employer. • Encourage women to apply for positions or promotions in your workplace. • Proactively provide women with professional development with a view to promoting them into decision making roles. • Identify and monitor the ratio of women represented in your workplace and at various roles or grades. • Ensure that there are women represented on your panels and committees. • Encourage independent representatives on your selection panels to ensure appointments are made on the basis of merit. • Ensure you consider an applicant's ability rather than disability. • Include questions that relate to GESI in your interviews (for example, "As a manager, a woman comes to you with a complaint about being harassed in the workplace – what would you do?"). <p>Conditions of Employment</p> <ul style="list-style-type: none"> • Identify whether there is any disparity between the remuneration for men and women performing the same role in your workplace. • Ensure males and females are provided with the same employment benefits. • Provide opportunities for pregnant women to continue with meaningful work. • Consider options for reduced or flexible working hours to meet individual needs. • Consult with your staff on issues that concern their health and wellbeing in the workplace. <p>Career Planning and Development</p> <ul style="list-style-type: none"> • Provide equal opportunities for training and development in your workplace. • Use coaching and mentoring strategies to allow greater equity in leadership positions. • Identify and foster individuals demonstrating high potential in your workplace. <p>Training and Induction</p> <ul style="list-style-type: none"> • Ensure new staff in your workplace are aware of GESI principles and practices. • Ensure your staff provided with adequate education material on GESI. • Source GESI refresher and awareness training for your workplace. <p>Performance Management Systems</p> <ul style="list-style-type: none"> • Include GESI principles into staff key performance indicators (KPIs) and job descriptions. • Where a worker fails to apply GESI principles in his or her role, it should be treated as an

¹ An Equal Employment Opportunity Policy can be considered as a Diversity Policy

	<p>under-performance issue which should be managed or developed appropriately.</p> <ul style="list-style-type: none"> • Ensure your workplace reflects an environment where people feel free to make a complaint if they are being unfairly treated. <p>Discipline</p> <ul style="list-style-type: none"> • Take prompt and appropriate action on receiving a complaint from a worker that they are being treated unfairly. • Maintain a register of GESI complaints and as required, elevate this information to your superior officers for action. <p>Education</p> <ul style="list-style-type: none"> • Provide equal opportunities for further education to all staff, regardless of their gender, age, social status or disability. <p>Reward and Recognition</p> <ul style="list-style-type: none"> • Encourage innovation amongst your staff in recognising and addressing GESI issues. • Formally and informally recognise performance in GESI within and across workplaces. • Actively promote and encourage participation in GESI and social justice events, such as White Ribbon Day and 20 Days of Action campaigns. <p>Organisation Development</p> <ul style="list-style-type: none"> • Encourage fairness and transparency in your business's decision making processes. • Ensure a fair representation of women in decision making roles and functions. • Monitor and seek feedback on your staff's health and wellbeing. <p>Service Delivery</p> <ul style="list-style-type: none"> • Consider GESI principles when designing and delivering services to the community. • Look for opportunities to integrate GESI considerations and awareness into the services your business delivers. • Identify and develop partnerships within your community to support GESI initiatives and provide information and assistance. <p>Customer Service and Interaction</p> <ul style="list-style-type: none"> • Consider the needs of your clients and the community when delivering communication and promotion materials. • Regularly analyse and assess your community's/ customer's GESI needs and demographics. <p>Accessibility</p> <ul style="list-style-type: none"> • Ensure your building allows access for wheelchairs or individuals that may have special needs (note: this should cater for both staff and clients/ members of the community). <p>Compliance</p> <ul style="list-style-type: none"> • Ensure management and staff take adequate action in your workplace to comply with GESI principles. • Impose sanctions in your workplace against staff that have not adhered to GESI principles and practice. <p>Reporting</p> <ul style="list-style-type: none"> • Ensure gender equity and social inclusion factors form part of the standard reporting and monitoring in your workplace. • Regularly capture, access and review GESI data for your business from the HR payroll system. <p>Monitoring & Evaluation</p> <ul style="list-style-type: none"> • Ensure your workplace reflects the diversity of your community, including disability, ethnicity, age and social status. • Capture and monitor your workforce demographics and statistics. (E.g. ratios of men and women represented in your workplace). • Consider using tools that monitor workplace health and wellbeing in your workplace.
Reference and resources	<ul style="list-style-type: none"> • Relevant GoPNG legislation and labour law • PNG Human Resources Institute • International best practice e.g. the Australian Government Workplace Gender Equality Agency www.wgea.gov.au

2. Key features of a Flexible Working Arrangements policy

It is recommended that organisations have a formal **flexible working arrangements** policy, which will assist the organisation:

- meet legal requirements
- increase staff loyalty, satisfaction and commitment
- improve workplace productivity
- reduce absenteeism and staff turnover, resulting in lower recruitment and training costs
- attract, retain and develop talents
- be recognised as an employer of choice
- provide smoother transitions for employees between work and parental leave
- enable employees to maintain their effectiveness at work by meeting the needs of the work area, while also accommodating other personal responsibilities
- provide both women and men access to equal opportunities and outcomes

Area	Key features that may be included
Statement	<ul style="list-style-type: none"> • an acknowledgement of the organisation's philosophy on valuing an employee's personal choices and complementing family-friendly specific policies by assisting employees achieve genuine balance • a statement of purpose that identifies benefits or outcomes of flexible working arrangements such as workforce efficiency, quality of life balance and cost savings • a statement that emphasises that flexible working arrangements are implemented to facilitate the accomplishment of work • a statement that employees working flexibly are treated no less favourably than any other employee and that flexible working is not a barrier to promotion or management responsibilities
Purpose	<ul style="list-style-type: none"> • provide a level of autonomy and flexibility within work role to accommodate various priorities at work, home and in community: • vocational education while in paid work • caring, parenting and/or cultural responsibilities while in paid work • managing health/medical issues while in paid work • reduced working hours whilst phasing in or out of paid work • any other personal commitments • describe the process and procedures for establishing flexible working arrangements
Guideline and procedures	<p>Process</p> <ul style="list-style-type: none"> • an outline of the process involved in identifying positions eligible for flexible working arrangements or aspect of working arrangements that could possibly be modified • an outline on developing and implementing effective consultation mechanisms which encourage cooperation and engagement between employees and the employer • an outline of the operational process and steps involved in applying, reviewing, accepting or rejecting application requests (e.g. application, approval levels, timeline for approval/denial, training requirements, written agreements) • an outline of the operational process and steps involved in changing/modifying or terminating/withdrawing a flexible working arrangement • an outline of the specific requirements for record keeping, reporting and monitoring of use • an outline of the expectations imposed upon employees who have entered into a flexible working arrangement and their managers: <ul style="list-style-type: none"> • define the responsibilities of supervisors and managers of employees working flexibly • define the responsibilities of employees working flexibly (e.g. performance expectations and monitoring, communication protocols, occupational health and safety issues)

	<p>Performance and review</p> <ul style="list-style-type: none"> • a statement confirming employees working flexibly access the same opportunities as other employees (e.g. work assignments, awards and recognition, development opportunities, promotions) and that the performance of employees working flexibly is evaluated consistent with the employer's regular performance management system • a commitment to regularly review written agreement of the flexible working arrangements in place • an outline of the consequences of breaches of flexible working arrangements rules and conditions
Reference and resources	<ul style="list-style-type: none"> • a reference to relevant governing legislations such as relevant GoPNG labour law and (for Australia) Fair Work Act 2009 and National Employment Standards • a reference to relevant internal policies (e.g. gender equality policy, family-friendly policies, occupational health and safety policy)

3. Some Key features of a Disability, HIV and AIDS and Inclusion policy (refer also Section 1 Equal Employment Opportunity)

It is recommended that organisations have a formal **Disability / HIV and AIDS / Inclusiveness** policy, which will assist the organisation:

- meet legal requirements
- increase staff loyalty, satisfaction and commitment
- improve workplace productivity
- attract, retain and develop diverse talents
- be recognised as an employer of choice
- be recognised as socially responsible
- provide both women and men access to equal opportunities and outcomes
- support workers who are living with HIV and AIDS to continue to contribute to productive work

Some Definitions:

Disability

Persons with disabilities include those who have long-term physical, mental, intellectual or sensory impairments which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others'. More generally, disability also refers to people who have impairment and as a result are excluded from access to education, health-care services, and employment and political and community participation.

Disability Discrimination

Any exclusion or discrimination of peoples on the basis of disability, which also restricts or limits their fundamental human rights and freedoms, as recognised by international law.

Disability inclusive Development

An approach to the design, implementation, reporting, monitoring and evaluation of development programs which make visible the rights of people with disabilities. Disability-inclusive development places emphasis on the active participation of people with disability throughout the program life-cycle in addition to supporting and promoting the participation of people with disability in public life.

Area	Key features that may be included
Statement	<ul style="list-style-type: none"> • an acknowledgement of the organisation's philosophy on providing equal opportunities for men and women and people living with disabilities • a statement of purpose that identifies benefits or outcomes of equal opportunity such as workforce diversity
Purpose	<ul style="list-style-type: none"> • People living with a disability and/ or HIV and AIDS are often among the most vulnerable and most marginalised in society. The majority of people with a disability live in developing countries. They are too often denied access to essential services limiting their lives and adversely affecting society. Because disability is an inevitable part of society, it is a human rights issue. • Underpinned by a human rights-based model of thinking, the Standard guides the facilitation of sustainable and inclusive development practices that seek to improve the participation of people with a disability so they can enjoy the rights and opportunities provided to all citizens to reach their full potential.
Guideline and procedures	<ul style="list-style-type: none"> • An outline of the process to assess whether there are significant barriers to access and ensure these barriers are addressed to the extent possible in business operation. Barriers can include: <ul style="list-style-type: none"> • <i>Physical or environmental barriers</i> – where feasible, ensure physical access to buildings, schools, clinics, water pumps, transport, roads, paths etc; • <i>Communication barriers</i> – ensure access to appropriate written and spoken information including media, flyers, internet, community meetings etc; • <i>Attitudinal barriers</i> – sensitisation about people with a disability to address

	<p>negative stereotyping, social stigma and other forms of overt discrimination;</p> <ul style="list-style-type: none"> • <i>Economic security</i> - people with a disability, their families and carers require economic security, enabling them to plan for the future and exercise choice and control over their lives; • <i>Educational barriers</i> – ensure programs assist people with a disability to achieve their full potential through their participation in an inclusive high quality education system that is responsive to their needs and ensure people with disability have opportunities to continue learning throughout their lives; • <i>Access to health services</i> – ensure people with a disability attain the highest possible health and wellbeing outcomes throughout their lives through accessible and quality services; • <i>Personal and community support</i> – ensure people with a disability, their families and carers have access to a range of support to assist them to live independently and actively engage in their communities; • <i>Rights protection, justice and legislation</i> – ensure people with a disability have their rights promoted, upheld and protected. • Monitor, measure and report on how company operation is inclusive and provides access for people with a disability, by ensuring that: <ul style="list-style-type: none"> • Reporting frameworks adequately consider this vulnerable group; • Disability disaggregated data is included in business operational reporting where possible; • Regular monitoring promotes disability-inclusive practice. • Actively communicate company commitment to disability-inclusive practice and ensure all partners are aware of its importance. • Provide training for relevant staff so they have the skills and knowledge to implement Disability Access and Inclusion minimum performance requirements.
Reference and resources	<ul style="list-style-type: none"> • Oil Search Foundation – Disability Access and Inclusion Standard • PNG National Policy on Disability

4. Key features of a Family and Sexual Violence policy

It is recommended that organisations have a formal **Family and Sexual Violence** (FSV/ FDV) policy, which will assist the organisation:

- meet legal requirements
- support and protect staff members who are victims of FSV
- improve workplace productivity
- reduce absenteeism and staff turnover, resulting in lower recruitment and training costs
- be recognised as an employer of choice
- enable employees to maintain their effectiveness at work by meeting the needs of the work area, while also accommodating their personal needs
- contribute to reduce prevalence / prevention of family and sexual violence in your labour force and broader community

Area	Key features that may be included
Statement	<ul style="list-style-type: none"> • an acknowledgement of the organisation’s understanding of the prevalence of family and sexual violence (FSV) • a statement of purpose that identifies support for victims of FSV • a statement of purpose that identifies a commitment to prevention of FSV / DV/ violence.
Purpose	<ul style="list-style-type: none"> • provide support for victims of family and sexual violence • describe the process and procedures for ensuring support for victims of family and sexual violence • understanding the organisation’s current position and putting in place strategies to achieve a desired future condition
Guideline and procedures	<p>Consider the following workplace policy practices for supporting victims:</p> <ul style="list-style-type: none"> • Dedicated additional paid leave for employees experiencing family and domestic violence (FSV/ FDV) or DV; • Confidentiality of employee details must be assured and respected; • Workplace safety planning strategies to ensure protection of employees should be developed and clearly understood by the parties concerned; • The agreement should provide for referral of employees to appropriate FDV or DV support services (Accessed through the Provincial Family and Sexual Violence Action Committee referral pathways – medical, social support, counselling, <i>seif ples</i>, and the justice system); • Provision of appropriate training and paid time off work for agreed roles for nominated contact persons (including union delegates of health and safety representatives, if necessary); • Employees entitled to FDV and DV leave should also be able to access flexible work arrangements where appropriate; and • Employees must be protected against adverse action or discrimination on the basis of their disclosure of, experience of, or perceived experience of FDV and DV. <p>Consider the following workplace policy practices for prevention of FSV:</p> <ul style="list-style-type: none"> • Designing and implementing a male champions of change or advocacy program • Encouraging / facilitating open dialogue and information sessions about family and sexual violence - access resources through your provincial Family and Sexual Violence Action Committee
Reference and resources	<ul style="list-style-type: none"> • BCFW Model Policy for workplace responses to FSV in PNG (available to BCFW members) • Hameed, S. Breckenridge, J.; Bennet, P; Mafileo, T; Simeon, L.; and Steven, H. “<i>Local Context Matter: Developing Good Practice in Workplace Responses to Family and sexual Violence in Papua New Guinea.</i>” SAGE Open July-September 2016: 1-13 Accessed July 2017 www.pacificwomen.org • Fiji Women’s Crisis Centre - http://www.fijiwomen.com/ - Some resources available

