



# GENDER EQUALITY

## IMPLEMENTATION GUIDE

Practical Guidelines to Advance Gender Equality in the Workplace  
*Top Takeaways and Highlights from the Official Guide*



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# GENDER EQUALITY



## SELF-ASSESSMENT

Use our free Self-Assessment Tool, which delves deeper than mere female employee numbers, with a focus on five areas of Gender Equality:



## Scan to access the self-assessment tool:



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Include *company details* and  
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**Note:** At times the results may be influenced by personal views and may not represent the entire organisational reality.



# Gender Equality: The Economic Game Changer



In the grand tapestry of human endeavour, there stands a clear, moral, and economic imperative for us to address: gender equality. As we face the challenges of an evolving world, replete with its multifarious problems, our collective responsibility to drive positive change comes to the fore. The Gender Equality Implementation Guide stands as a testament to this commitment, providing actionable insights to ensure we build more equitable and inclusive organisations across the vibrant landscapes of Africa.

The complexities of our continent, with its varied cultures, traditions, and evolving business environments, demand nuanced and targeted solutions. In this diverse climate, gender equality emerges not as a fleeting trend but as a core principle that carries the weight of economic growth, innovation, ethical responsibility, and so much more. By fostering diverse workforces, we not only contribute to better financial performance but create environments where innovation thrives and decisions are more reflective of the broad spectrum of human experiences.

And why does gender equality matter in the workplace? It's more than just a moral obligation. Gender equality propels economic growth, drives innovation, and is instrumental in talent acquisition and retention. It paves the way for better decision-making, helps companies reflect the markets they serve, and reinforces our ethical and social responsibilities.

Our Gender Equality Implementation Guide offers a blueprint for African businesses to harness these myriad benefits. From practical policy development to monitoring and evaluation tools, every aspect of this guide is tailored to address the unique challenges and opportunities present in the African business milieu. We've anchored our guidelines in the realities of the African business landscape, ensuring that your organisation has the necessary tools to navigate this intricate terrain.

To all business executives seeking to lead their organisations into a future marked by respect, fairness, and equality, this guide is more than just a document; it's an indispensable companion. Let us, together, embark on this journey of change, where we acknowledge our past and take responsibility for our future. By embracing the principles of gender equality, we not only uplift our workforces but take meaningful strides towards a brighter, more equitable future for the generations to come.

## **TIEKIE BARNARD**

CEO, Shift Impact Africa and SVAI

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- Diversity and Inclusion Policy
- Workplace Harassment Policy
- Training and Awareness-Raising
- Policy Implementation

## 2. Operational

- Talent Acquisition and Retention
- Performance Management
- Training and Development
- Incident Management and Response

*Extract from the Official Gender Equality Implementation Guide*

# RESOURCES

*Highlights of the templates, guidelines and worksheets included in the main Guide.*

## Policy Development

Stakeholder Consultation  
 Prohibited Behaviours List  
 Zero-Tolerance Policy Guidelines  
 Violation Consequences Matrix  
 Whistleblower Protection Policy  
 Code of Conduct Policy  
 Diversity Audit Guidelines  
 Diversity and Inclusion Policy  
 Inclusive Language Guidelines  
 Equal Pay Audit Guidelines  
 Flexible Working Policy  
 Diversity and Inclusion Training  
 Unconscious Bias Training  
 Intercultural Competency Training  
 Workplace Harassment Policy  
 Risk Assessment Guidelines  
 Incident Reporting Procedure  
 Investigation Process Guidelines  
 Disciplinary Action Guidelines  
 Workplace Harassment Training  
 Guidelines on Measuring Training Impact and Effectiveness  
 Policy Implementation Plan  
 Peer Support Program Guidelines

## Operational

Recruitment Policies Review Guide  
 Pay Equity Audit Guidelines  
 Equal Pay & Benefits Review  
 Flexible Work Arrangement Policy  
 Diversity and Inclusion Plan Guidelines  
 Diversity Recruitment Strategy  
 Anonymous Reporting Channels  
 Intersectionality Awareness Guidelines  
 Promotion and Advancement Policy  
 Performance Appraisal Fairness  
 Reporting Channels Implementation  
 Progress Reporting Guidelines  
 Leadership Engagement Checklist  
 Training Needs Assessment Guidelines  
 Employee Resource Groups Guidelines  
 Diversity and Inclusion Training  
 Gender Bias Awareness Training  
 Gender Equality Training Programme  
 Reporting Channels Worksheet  
 Investigation Process Guidelines  
 Incident Reporting Form Guidelines  
 Incident Tracking System Guidelines  
 Incident Management Resources  
 Disciplinary Measures Policy Guideline

### 3. Communication & Engagement

- A. Internal Communication
- B. External Communication

### 4. Monitoring & Evaluation

- A. Policy Review
- B. Metrics and KPIs
- C. Periodic Evaluations and Intersectionality
- D. Employee Surveys and Leadership Evaluation
- E. External Evaluation
- F. Continuous Improvement

*Extract from the Official Gender Equality Implementation Guide*

#### Communication & Engagement

Internal Communications Guidelines  
Visual Aid Checklist Guidelines  
Key Messages Guidelines  
Enterprise Resource Group Communication Guidelines  
Enterprise Resource Group Feedback Guidelines  
Employee Feedback Guidelines  
Employee Feedback Form  
Bystander Intervention Training  
Roles and Responsibilities Awareness Guidelines  
Stakeholder Map Guidelines  
Strategic Partnerships Guidelines  
Stakeholder Communication Plan  
Crisis Communication Plan  
Negative Response Protocol  
Channel Identification Checklist  
Inclusive Communication Checklist  
Stakeholder Feedback Mechanisms  
Partner Feedback Form  
Regular Stakeholder Updates

#### Monitoring & Evaluation

Policy Review Checklist  
Legal and Regulatory Compliance Checklist  
Key Areas of Focus Guidelines  
Gender Equality Metrics Guidelines  
Focus Area Metrics Guidelines  
KPI Development Checklist  
Qualitative Research Guidelines  
Anonymity and Confidentiality Assurance Checklist  
Responsibility and Accountability Matrix  
Metrics and KPIs Assessment Guidelines  
Data Collection Plan Guidelines  
Metrics Impact Assessment and Evaluation  
Evaluation Action Plan Guidelines  
Survey Design and Content Development  
Leadership Evaluation Framework Guidelines  
Gender Equality and Discrimination Question Bank  
Data Analysis and Result Interpretation Guidelines  
Survey Findings and Action Plan Report Guidelines  
Stakeholder Improvement Opportunities  
Stakeholder Feedback Action Plan Guidelines  
Stakeholder Performance Improvement Plan  
Prioritisation Matrix Guidelines  
Monitoring and Evaluation Guidelines  
Policy Revision and Alignment Guidelines  
Training Enhancement and Improvement Checklist  
Gender Equality Annual Report Guidelines

This preview contains top take-aways and extracts from the official Gender Equality Implementation Guide.

If you are interested in the official Gender Equality Implementation Guide, please contact Tiekie Barnard on +27 82 445 5274 or email [info@shiftimpact.africa](mailto:info@shiftimpact.africa).

# A Practical Guide to Advancing Gender Equality in the Workplace

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# Introduction

The Gender Equality Implementation Guide has been developed based on research conducted by the Shared Value Africa Initiative and the University of Johannesburg, with support from KPMG SA. This Guide offers valuable resources for effectively implementing, advancing, promoting, and accelerating gender equality within the workplace. It offers comprehensive guidance on fostering workplace parity and cultivating a more diverse and inclusive workforce.

The Implementation Guide aims to:

- Present a thorough appraisal of the business case for gender equality, outlining the advantages it holds both for organisations and society at large.
- Provide resources and guidelines that can be used to revisit or structure new policies, and operational procedures that can be used by organisations to advance gender equality as well as counter gender-based violence and prejudice.
- Supply practical guidance alongside resources to help with the implementation of such initiatives; provide suggestions for monitoring progress in addition to evaluating results.

Gender equality is not only a fundamental human right, but also essential for successful business outcomes. Studies have shown that organisations that promote gender equality are more likely to be innovative, profitable, and competitive, with a positive reputation in the marketplace. In addition to this, employee satisfaction is heightened, resulting in reduced turnover and higher engagement levels, all of which contribute to better business performance.

What's more, addressing gender-based violence and discrimination isn't just an ethical obligation; it's legally binding as well as being the correct course of action. By creating a safe environment where everyone can feel included, employers can reduce legal liability risks while bolstering staff wellbeing and safeguarding their market standing, ultimately leading to increased profitability too.

## 1

### **Policy Development:**

Guidelines for developing policies on gender equality, prevention of gender-based violence and discrimination, including development of a code of conduct, diversity and inclusion policies, and workplace harassment policy.

## 2

### **Operational:**

Recommendations for implementing gender equality and preventing violence and discrimination at work, including guidelines for recruitment and retention, performance management, and training and development.

The Gender Equality Implementation Guide is an indispensable resource for businesses seeking to create a more equitable workplace for all employees. It offers invaluable guidance on how organisations can actively engage with employees and stakeholders in order to achieve greater gender parity within the organisation as a whole.

In its most basic form, the Implementation Guide provides practical how-to guidelines consisting of policies, programmes, communication strategies, monitoring and evaluation resources. This framework is designed to guide organisations through a step-by-step process of achieving equality and to encourage participation from all stakeholders.

By following the Gender Equality Implementation Guide, organisations can ensure that they are creating a more inclusive workplace and promoting diversity, equity, and inclusion in all aspects of their operations. The Implementation Guide can also help organisations attract and retain top talent from diverse backgrounds.

The best practice guidelines included in the guide provide practical how-to strategies that can be adopted by all involved parties – from employees to customers – to promote equality. In addition, it helps ensure accountability by providing indicators for monitoring the progress of these initiatives and identifying improvement opportunities or areas where additional work is required.

By following these guidelines and implementing the recommendations, organisations can create a more inclusive and diverse workplace culture, which can lead to increased productivity and innovation. Furthermore, the Implementation Guide emphasises the importance of ongoing education and training to ensure that everyone is equipped with the knowledge and skills necessary to promote equality.

Gender equality and the prevention of violence, discrimination, and oppression on the basis of gender are not only moral obligations but also advantageous for business. This Gender Equality Implementation Guide assists organisations in taking actionable steps to promote equality and women's empowerment in the business world, ultimately contributing to the attainment of the Sustainable Development Goals (SDGs 5 and 10 in particular).

## 3

### **Communication and Engagement:**

Strategies for communicating the organisation's commitment to gender equality, including guidelines for internal and external communication, and methods for engaging everyone in the efforts to promote equality.

## 4

### **Monitoring and Evaluation:**

Recommendations for monitoring progress of the organisation's efforts to promote gender equality and address gender-based violence and discrimination, including the development of metrics and KPIs, and guidelines for conducting periodic evaluations of the effectiveness of the policies and programs.





# **Policy Development**

# 1. Policy Development

The policy development section offers guidelines on implementing policies for gender equity and preventing sexual abuse, including reporting and support provisions, inclusiveness promotion, violence elimination, and resources for those affected. This is a combined approach to address gender equality, discrimination and prevent workplace harassment.

Creating a workplace culture that is free from inequality, gender-based violence and discrimination requires organisations to develop comprehensive policies and procedures. Such policies should be designed to promote gender equality, respect all employees regardless of their gender identity or expression, and ensure that any instances of violent behaviour or discriminatory practices are addressed in an appropriate manner.

To achieve this goal, any policy development strategy must include key elements such as:

- Educating staff on the organisation's commitment to promoting gender equality;
- Creating clear guidelines for reporting incidents of harassment or discrimination;
- Implementing rigorous recruitment processes which evaluate candidates based on qualifications rather than stereotypes;
- Ensuring equal pay structures across genders;
- Providing access to safe spaces where individuals can openly discuss matters related to sexual orientation, religion etc.;
- Regularly monitoring the work environment for any signs of inappropriate behaviour towards colleagues with different backgrounds; and
- Establishing disciplinary measures which address violations promptly and fairly.

By taking these steps private enterprises can create a work environment and atmosphere where everyone feels respected and valued – one in which every individual has an opportunity for growth without fear of bias or oppression due to their sex, race, ethnicity etc., thus fostering greater diversity within the workplace.

1. Conduct a comprehensive review of existing policies to identify gaps related to gender equity and gender-based violence.
2. Form a diverse and dedicated team or committee to focus on creating inclusive and non-discriminative gender equality policies.
3. Initiate open discussions with both employees and management to gain their perspective and understand their experiences and concerns.
4. Start drafting your gender equality policies.
5. Develop a training and awareness-raising program.
6. Develop an implementation strategy, ensuring consistent communication and inclusivity.

*To ensure success in promoting gender equity and minimising abuse rooted in sexual inequality, it is essential to include the following key components as part of any policy development process:*

## A. Code of Conduct

The Code of Conduct section sets guidelines for a respectful and inclusive workplace, addressing values, behavior expectations, consequences, and reporting, fostering a culture of gender equality and respect. This section will guide organisations in establishing and maintaining a strong, comprehensive Code of Conduct that promotes a positive work environment and reduces incidents of discrimination and harassment.

- A.1. Identify organisational values and principles
- A.2. Review policies and best practices
- A.3. Define employee and employer expectations
- A.4. Prohibit violence, discrimination, harassment
- A.5. Outline consequences for Code violations
- A.6. Establish reporting and support guidelines
- A.7. Gather feedback on the draft Code of Conduct
- A.8. Ensure the Code is accessible and understandable
- A.9. Communicate and train employees on the Code

## B. Diversity and Inclusion Policies

Robust diversity and inclusion policies are vital in South Africa, where the drive to create a more equal and representative society forms part of the national agenda. This section of the Implementation Guide offers a systematic approach to establishing and promoting a comprehensive Diversity and Inclusion Policy, in alignment with South Africa's National Gender Policy Framework, National Policy Framework for Women's Empowerment and Gender Equality, and other legal frameworks.

- B.1. Conduct a diversity and inclusion audit
- B.2. Develop a diversity and inclusion policy
- B.3. Review and update existing HR policies
- B.4. Provide diversity and inclusion training
- B.5. Implement accountability measures
- B.6. Engage stakeholders

# PRACTICAL GUIDELINES

## Code of Conduct

Stakeholder Consultation Guidelines

Prohibited Behaviours List

Zero-Tolerance Policy Guidelines

Violation Consequences Matrix

Whistleblower Protection Policy

Employee Feedback Guidelines

Code of Conduct Policy Guidelines

Code of Conduct Training Plan Guidelines

Code of Conduct Acknowledgement Form

## Diversity and Inclusion Policies

Diversity Audit Guidelines

Gender Disaggregated Data Collection

Diversity and Inclusion Policy Guidelines

Inclusive Language Guidelines

Inclusive Recruitment Guidelines

Equal Pay Audit Guidelines

Flexible Working Policy Guidelines

Diversity and Inclusion Training Guidelines

Unconscious Bias Training Guidelines

Intercultural Competency Training Guide

Diversity and Inclusion Performance Metrics

Inclusion Index Survey Guidelines

Stakeholder Feedback Form

## C. Workplace Harassment Policy

An effective Workplace Harassment Policy is vital to creating an inclusive and respectful work environment. This section of the Gender Equality Implementation Guide offers a step-by-step outline to developing and implementing an effective Workplace Harassment Policy. It encompasses critical aspects such as defining harassment and discrimination in line with legal definitions, outlining reporting procedures and conducting investigations in accordance with country regulations, and specifying consequences, training, and ongoing review and monitoring in accordance with labour laws.

- C.1. Introduce Policy and Define Harassment
- C.2. Establish Reporting Procedures
- C.3. Conduct Harassment Investigations
- C.4. Hold Employees Accountable
- C.5. Provide Inclusive Workplace Training
- C.6. Evaluate and Enhance Policy

## D. Training and Awareness-Raising

Training and awareness-raising play a vital role in promoting gender equality and fostering a work environment free from harassment and discrimination. A well-structured programme can help employees understand the importance of gender equality, recognise and report incidents, and contribute to a positive and inclusive workplace culture. This section of the Gender Equality Implementation Guide outlines a step-by-step approach to developing an effective training and awareness-raising programme, which includes conducting a needs assessment, developing learning objectives, creating engaging content, selecting the best delivery method, and evaluating the programme's effectiveness.

- D.1. Identify and Address Gender Equality Training Needs
- D.2. Establish SMART Learning Objectives for Equality Training
- D.3. Craft Impactful and Engaging Training Content
- D.4. Select Effective and Accessible Training Delivery Methods
- D.5. Assess and Enhance Training Impact

# PRACTICAL GUIDELINES

## Workplace Harassment Policy

- Workplace Harassment Policy Guidelines
- Risk Assessment Guidelines
- Incident Reporting Procedure
- Incident Reporting Form Guidelines
- Bystander Intervention Training Guidelines
- Investigation Process Guidelines
- Disciplinary Action Guidelines
- Workplace Harassment Training Guidelines
- Harassment Policy Evaluation Survey

## Training and Awareness-Raising

- Training Plan for Gender Equality, Discrimination, and Violence Prevention
- Gender Equality Training Needs Assessment
- Focus Group Discussion Guidelines
- SMART Learning Objectives Worksheet
- Scenario-Based Exercises Worksheet
- Interactive Training Activities
- Guidelines on Measuring Training Impact and Effectiveness
- Training KPI Definition and Tracking Guidelines

## E. Policy Implementation

Effective policy implementation is crucial for ensuring that equal opportunity principles are integrated into an organisation's everyday practices. A well-planned and executed implementation process can help employees understand their roles and responsibilities, leading to a more inclusive and respectful work environment.

This section of the Gender Equality Implementation Guide provides a structured approach to policy implementation, covering aspects such as developing a plan, communication and engagement, training and support, and continuous improvement. By following these guidelines, organisations can successfully implement equal opportunity policies that promote a diverse and inclusive workplace, ultimately benefiting all employees and fostering a culture of respect, fairness, and collaboration.

- E.1. Develop a plan for policy implementation
- E.2. Strengthen Interaction through Communication
- E.3. Empower Employees with Training and Support
- E.4. Continuous Policy Improvement and Adaptation

# PRACTICAL GUIDELINES

## Code of Conduct

Stakeholder Consultation Guidelines

Prohibited Behaviours List

Zero-Tolerance Policy Guidelines

Violation Consequences Matrix

Whistleblower Protection Policy

Employee Feedback Guidelines

Code of Conduct Policy Guidelines

Training Plan Guidelines

Code of Conduct Acknowledgement Form

The image features a solid orange background. Overlaid on this are several overlapping semi-circular shapes in varying shades of orange, creating a layered, abstract effect. In the lower right quadrant, the word "Operational" is written in a bold, white, sans-serif font.

**Operational**

## 2. Operational

In the second chapter of our Gender Equality Implementation Guide, we turn our focus to operational practices that play an integral part in fostering gender equality. We provide a systematic approach to integrating equal opportunity principles into your day-to-day organisational practices, influencing every step of an employee's journey within your business.

In the realm of gender equality, the workplace forms a critical battleground. This is where perceptions are changed, biases are confronted, and equality can be tangibly fostered. Building an equal and safe work environment is not just about adherence to ethical norms or legal mandates, but it's also about creating a vibrant, diverse, and healthy work ecosystem that is conducive to creativity, innovation, and productivity.

This chapter of the Implementation Guide offers a systematic approach to integrating equal opportunity principles into daily practices. It will enable you to:

- a) Establish recruitment and retention practices that are free from gender-based discrimination, ensuring equal pay and benefits, and promoting diversity and inclusion.
- b) Develop performance management systems that are unbiased and promote gender equality, providing equal opportunities for career advancement and fostering a respectful workplace culture.
- c) Offer comprehensive training and development opportunities that cover skills development, leadership training, and gender equality education, while supporting employees through mentorship and coaching programs.
- d) Implement clear and effective procedures for reporting and responding to incidents of gender-based violence and discrimination, providing support and resources for affected employees and addressing all incidents in a timely manner.

This is not merely a set of guidelines but a practical guide for creating a workplace that is truly equal and safe for everyone. Implementing these strategies will help your organisation stay compliant with legal standards and contribute to a culture of respect, fairness, and collaboration – ultimately benefiting all employees and the organisation at large.

### HOW TO GET STARTED

1. To begin with the Operational section, form a dedicated team to assess current recruitment, retention, performance management, training, and incident response processes.
2. Begin by identifying potential biases or gaps in these areas and outline the steps necessary to integrate equal opportunity principles in daily operations.
3. Identify areas for improvement and develop a roadmap for incorporating equal opportunity principles into daily operations.
4. Engage leadership and employees in the process to ensure widespread support and commitment.

The following are key components of an operational strategy aimed at establishing a gender-equal and safe workplace:

## A. Talent Acquisition and Retention

The recruitment and retention processes form the backbone of an organisation's commitment to gender equality and to promote a gender-neutral work environment, it is imperative for organisations to institute and apply non-discriminatory recruitment and retention procedures. This section provides an overview of strategies for developing gender-equitable recruitment policies, refining selection criteria, ensuring equal pay and benefits, fostering diversity, and monitoring progress.

- A.1. Construct Gender-Neutral Recruitment Policies
- A.2. Establish Unbiased Selection Criteria Awareness
- A.3. Champion Pay Equality
- A.4. Nurture Work-Life Balance and Inclusion
- A.5. Cultivate a Diverse and Inclusive Work Culture
- A.6. Address Intersectionality
- A.7. Monitor and Refine Policies and Procedures

## B. Performance Management

Ensuring gender equality in the workplace calls for a comprehensive approach that tackles potential biases within the performance management system. This section focuses on a five-fold strategy encompassing the creation of gender-equitable policies, formulating non-discriminatory performance criteria, fostering an environment conducive to the career growth of all genders, cultivating an inclusive workplace culture, and establishing robust monitoring systems to track the progress of these gender equality initiatives.

- B.1. Create Gender-Equitable Performance Management Policies
- B.2. Set Unbiased Performance Criteria
- B.3. Promote Inclusive Career Advancement Opportunities
- B.4. Nurture a Diverse and Respectful Workplace Culture
- B.5. Monitor and Evaluate Gender Equality Initiatives

# PRACTICAL GUIDELINES

## Talent Acquisition and Retention

- Gender-Neutral Job Advertisement Language
- Recruitment Policies Review Guide
- Pay Equity Audit Guidelines
- Equal Pay & Benefits Review & Checklist
- Benefits Equality Assessment
- Flexible Work Arrangement Policy
- Diversity and Inclusion Plan
- Diversity Recruitment Strategy
- Anonymous Reporting Channels
- Intersectionality Awareness Guidelines

## Performance Management

- Promotion and Advancement Policy
- Performance Management Policy Review
- Unbiased Performance Criteria Development
- Performance Appraisal Fairness
- Training and Development Programme Evaluation
- Workplace Culture Assessment
- Reporting Channels Implementation Guidelines
- Employee Survey and Focus Group Guidelines
- Progress Reporting Guidelines



## C. Training and Development

In the pursuit of gender equality and the prevention of gender-based violence and discrimination, robust training and development programmes serve as powerful tools for change. Such programmes can shift mindsets, combat unconscious biases, and create a culture that celebrates diversity and inclusion. In this chapter, we explore this journey which entails a thorough assessment of organisational needs, the creation of engaging and relevant programmes, versatile delivery methods, continuous evaluation, and commitment to refining these programs based on feedback and evolving needs.

- C.1. Secure Leadership Commitment and Involvement
- C.2. Conduct a Needs Assessment
- C.3. Leverage Employee Resource Groups
- C.4. Design Relevant and Engaging Programmes
- C.5. Deliver Training through Diverse Methods
- C.6. Evaluate Program Effectiveness
- C.7. Refine Training and Development Programme

## D. Incident Management and Response

In order to engender a workplace environment that champions gender equality and safety, it is vital to construct a solid framework that proactively addresses incidents of gender-based violence and discrimination. This section delves into the core components of effective incident reporting and response, such as transparent policies, accessible reporting channels, resources and support, disciplinary measures, preventive strategies, and ongoing evaluations. This multifaceted approach helps foster a culture of respect, inclusivity, and accountability, ensuring a safe work environment for all.

- D.1. Review Policies and Procedures
- D.2. Establish Reporting Procedures
- D.3. Provide Support and Resources for Affected Employees
- D.4. Implement Disciplinary Measures
- D.5. Ensure Prevention Remains Paramount
- D.6. Monitor and Evaluate Incident Management Procedures

# PRACTICAL GUIDELINES

## Training and Development

- Leadership Engagement Checklist
- Training Progress Update Guidelines
- Training Needs Assessment Guidelines
- Focus Group Discussion Guidelines
- Employee Resource Groups Guidelines
- Diversity and Inclusion Training Guidelines
- Gender Bias Awareness Training Guidelines
- Gender Equality Training Programme Design
- Training and Development Toolkit
- Post-Training Evaluation Survey
- Programme Impact Tracking Guidelines
- Continuous Improvement Feedback

## Incident Management and Response

- Whistleblower Protection Guidelines
- Reporting Channels Worksheet
- Investigation Process Guidelines
- Incident Reporting Form Guidelines
- Incident Tracking System Guidelines
- Incident Management Resources Guide
- Disciplinary Measures Policy Guideline
- Bystander Intervention Guidelines
- Incident Management Procedures Evaluation
- Employee Feedback on Prevention Programmes



# **Communication and Engagement**

# 3. Communication and Engagement

The Communication and Engagement Chapter of the Gender Equality Workbook provides a comprehensive framework for organisations to effectively engage with employees, stakeholders and the community, communicate their commitment to gender equality, and cultivate a culture of respect, inclusivity, and equality.

In the increasingly interconnected global landscape, the chapter on Communication and Engagement in the Gender Equality Workbook underscores the need for organisations to foster a culture of respect, inclusivity, and equity. A comprehensive and multi-faceted approach is required for effective engagement with employees, stakeholders, and the community, necessitating tailored strategies for internal and external communication, and community engagement.

Promoting gender equality and addressing gender-based violence and discrimination are no longer optional; they are essential components in building a fair, inclusive, and thriving work environment. The focus of this chapter is to provide key elements of an effective communication plan that highlights the organisation's commitment to gender equality, nurtures a culture of inclusiveness and respect, and engages all key stakeholders in creating sustainable change.

The detailed guidance provided in this chapter will enable you to:

- a) Bolster your reputation as a responsible corporate citizen, deeply committed to creating an equitable work environment.
- b) Build employee trust and satisfaction by fostering a transparent and supportive workplace culture that values each person, regardless of their gender.
- c) Improve employee engagement and retention through continuous involvement and commitment to gender equality initiatives.
- d) Forge stronger relationships with external stakeholders, including customers, suppliers, and the wider community, by demonstrating tangible commitment to addressing gender-based issues.
- e) Contribute to the broader societal shift towards a world free of gender-based violence and discrimination by actively participating in and supporting relevant initiatives and events.

## HOW TO GET STARTED

1. Begin by assembling a team with diverse perspectives to develop your communication and engagement strategy.
2. Assess the current state of communication and engagement within your organisation, identify gaps and opportunities, and establish goals.
3. Establish specific objectives and KPIs for promoting gender equality and addressing gender-based discrimination through communication and engagement.
4. Develop a timeline and action plan to achieve these objectives, ensuring alignment with the organisation's values and commitment to gender equality.

*The key elements of a communication and engagement strategy to promote gender equality and combat workplace discrimination are as follows:*

## A. Internal Communication and Engagement

The importance of keeping employees regularly updated on the organisation's commitment to gender equality cannot be understated. To eliminate gender-based violence and discrimination, organisations must utilise various communication channels like emails, newsletters, and meetings. It's crucial to not just communicate, but also involve employees in these efforts by providing opportunities for feedback and suggestions and encouraging their participation in developing and implementing gender equality initiatives. Key channels of communications will include regular training programs that raise awareness about unconscious biases, sexual harassment, and micro-aggressions, as well as employee resource groups (ERGs) through which employees can share experiences and develop solutions.

In essence, this section provides the necessary tools for organisations to not only talk about gender equality but to genuinely embed it into their culture and operational DNA, ensuring a workplace that respects and values all its members.

- A.1. Maintain Consistent Communications
- A.2. Craft Impactful and Inclusive Messages
- A.3. Leverage the Power of Employee Resource Groups
- A.4. Implement Employee Training with Leadership Involvement
- A.5. Encourage Employee Feedback and Open Dialogue

# PRACTICAL GUIDELINES

## Internal Communication

Internal Communications Framework

Visual Aid Checklist Guidelines

Key Messages Guidelines

Enterprise Resource Group  
Communication Guidelines

Enterprise Resource Group  
Feedback Guidelines

Employee Feedback Guidelines

Employee Feedback Form Guidelines

Bystander Intervention Training Guidelines

Roles and Responsibilities Awareness

## B. External Communication and Engagement

Effective external communication is equally crucial for organisations promoting gender equality, diversity and combating workplace discrimination. By clearly conveying commitment to these values, companies not only enhance their reputation but also foster societal change. This strategy involves identifying key stakeholders such as customers, partners, and investors, and transparently communicating the organisation's gender-related policies and initiatives. Understanding their perspectives and collaborating on key initiatives are also vital. This includes sharing annual gender equality reports that document progress and challenges and initiating supplier diversity programs to extend the commitment to gender equality to all aspects of the organisation's operations.

- B.1. Identify and Engage Stakeholders
- B.2. Develop Guidelines for External Communication
- B.3. Craft Engaging Content
- B.4. Monitor and Report Progress

# PRACTICAL GUIDELINES

## External Communication

- Stakeholder Map Guidelines
- Strategic Partnerships Guidelines
- Stakeholder Communication Plan Guidelines
- Crisis Communication Plan Guidelines
- Negative Response Protocol Guidelines
- Channel Identification Checklist
- Inclusive Communication Checklist
- Stakeholder Feedback Mechanisms
- Partner Feedback Form Guidelines
- Regular Stakeholder Updates Guidelines



# **Monitoring & Evaluation**

# 4. MONITORING AND EVALUATION

In Chapter 4 of the Gender Equality Implementation Guide, a thorough Monitoring and Evaluation framework is presented. This framework is essential for assessing the effectiveness of an organisation's efforts to foster a workplace culture that values and respects all employees, regardless of gender.

In today's era of heightened awareness surrounding diversity, equity, and inclusion, it is imperative for organisations to align their workplace policies and practices with their commitment to gender equality and addressing gender-based violence and discrimination. Implementing a robust monitoring and evaluation strategy enables organisations to track progress, pinpoint areas for improvement, and ensure continuous growth in cultivating a gender-inclusive work environment.

This chapter outlines the fundamental components of a successful strategy, highlighting metrics and KPIs, periodic evaluations, employee surveys, stakeholder feedback, and ongoing improvement.

Organisations that adopt Monitoring and Evaluation will experience benefits such as:

- a) Gaining a thorough understanding of their progress in promoting gender equality and addressing gender-based issues, informing strategic decision-making.
- b) Identifying improvement areas in policies, programmes, and workplace culture for targeted changes.
- c) Boosting employee engagement and satisfaction through commitment to gender equality and inclusivity.
- d) Enabling data-driven decision making using metrics, KPIs, and evaluations for effective interventions.
- e) Fostering a continuous improvement mindset, promoting proactive approaches and sustained progress.
- f) Strengthening the organisation's reputation and attracting top talent, customers, and investors.
- g) Ensuring legal and regulatory compliance, reducing the risk of lawsuits and penalties.

## HOW TO GET STARTED

1. Begin by assembling a dedicated team that will be responsible for Monitoring and Evaluation in your organisation.
2. This team should review the current state of gender equality efforts and establish clear objectives for improvement.
3. Next, create relevant metrics and KPIs tailored to your organisation's goals.
4. Set a schedule for periodic evaluations, and design anonymous employee surveys focused on gender-related issues to gather insights.
5. Engage stakeholders for feedback and designate a team to review findings and implement improvements.

*Essential components of a monitoring and evaluation strategy designed to promote gender equality and address gender-based violence and discrimination in the workplace include:*

## A. Policy Reviews

In this section we take a closer look at the bedrock of any gender equality initiative within an organisation, namely its existing policies. Before diving into detailed metrics, surveys, and evaluations, companies should first examine their current code of conduct, diversity guidelines, workplace harassment policies, and other relevant procedures to ascertain their relevance, comprehensiveness, and effectiveness. This ensures that the assessment criteria align with evolving societal norms, adhere to legal standards, and benchmark against international best practices, establishing a solid foundation for evaluation.

- A.1. Establish a Review Procedure
- A.2. Align with Legal Standards
- A.3. Benchmark against Industry Best Practices
- A.4. Gather Feedback and Implement Revisions

## B. Metrics and KPIs

The journey towards creating a gender-equal workspace demands a robust framework for evaluating progress. This framework, a vital part of your gender equality strategy, involves developing, executing, and refining specific metrics and KPIs. This comprehensive approach provides insights into your organisation's gender dynamics and the effectiveness of implemented strategies. This section guides you through the process of building such a framework.

- B.1. Determine Key Areas of Focus
- B.2. Identify Relevant Metrics
- B.3. Develop Key Performance Indicators (KPIs)
- B.4. Incorporate Qualitative Methods
- B.5. Assign Responsibility and Establish Governance Structure
- B.6. Assess and Refine Metrics and KPIs Regularly

# PRACTICAL GUIDELINES

## Policy Reviews

Policy Review Checklist

Legal and Regulatory  
Compliance Checklist

## Metrics and KPIs

Key Areas of Focus Guidelines

Gender Equality Metrics Guidelines

Focus Area Metrics Guidelines

KPI Development Checklist

Qualitative Research Guidelines

Anonymity and Confidentiality  
Assurance Checklist

Responsibility and  
Accountability Matrix

Metrics and KPIs  
Assessment Guidelines



## C. Periodic Evaluations and Intersectionality

In this section, you will be guided through a step-by-step process to implement periodic evaluations to gather employee insights on experiences of discrimination, harassment, and violence, as well as their perceptions of the organisation's commitment to gender equality. These evaluations, incorporating an intersectional lens, can be done as surveys, focus groups, case studies, or other data-gathering methods to capture the experiences of diverse employee groups.

- C.1. Identify Evaluation Goals and Objectives
- C.2. Develop Evaluation Plan and Process
- C.3. Collect and Analyse Data
- C.4. Interpret and Communicate Findings
- C.5. Develop Action Plan

## D. Employee Surveys and Leadership Evaluation

In the pursuit of workplace gender equality, the insights from employees are invaluable. Regular, anonymous employee surveys and leadership evaluations are key tools to tap into these insights. Such surveys gauge experiences of discrimination, harassment, and perceptions of the organisation's commitment to gender equality. By being transparent and responsive to the results, organisations can foster trust, pinpoint areas needing attention, and tailor future initiatives to genuine staff needs and concerns. This section will guide you through the stages of designing, implementing, and analysing employee surveys and leadership evaluations, thus equipping you with the tools to identify areas of improvement and leverage data for nurturing a fairer work environment.

- D.1. Survey Design
- D.2. Survey Content
- D.3. Survey Administration
- D.4. Data Analysis
- D.5. Key Findings

# PRACTICAL GUIDELINES

## Periodic Evaluations and Intersectionality

- Periodic Evaluation Plan Guidelines
- Data Collection Plan Guidelines
- Independent Evaluation Request Guidelines
- Metrics Impact Assessment and Evaluation
- Evaluation Action Plan Guidelines
- Evaluation Schedule Checklist
- Gap Analysis Checklist

## Employee Surveys and Leadership Evaluation

- Survey Design and Content  
Development Guidelines
- Survey Administration Guidelines
- Leadership Evaluation  
Framework Guidelines
- Employee Survey Introduction Guidelines
- Gender Equality and  
Discrimination Question Bank
- Survey Instructions Guidelines
- Data Analysis and Result Interpretation
- Survey Findings and Action Plan Report

## E. External Evaluation

In this section, we lay out a structured approach for organisations to effectively gather and apply external feedback, with the primary objective of elevating gender equality and addressing gender-based challenges in the workplace. This feedback serves as a critical barometer, offering a clear view into the organisation's operational strengths and areas needing attention. By actively engaging with stakeholders, companies can make more informed decisions, which in turn can foster a more secure and inclusive working environment. Additionally, it not only helps pinpoint actionable areas but also solidifies trust and alignment with the broader organisational goals and strategies.

- E.1. Collect and Analyse Stakeholder Feedback
- E.2. Implement Changes and Communicate Results
- E.3. Re-evaluate Stakeholders Regularly
- E.4. External Evaluation and Benchmarking

## F. Continuous Improvement

Gender equality in an organisation is an ongoing, data-driven journey, requiring a strategic approach for continuous optimisation of initiatives. This includes adaptability in adjusting policies, refining training, and altering workplace culture based on insights from metrics, KPIs, and feedback. In this section, we provide a succinct, step-by-step guide for improving your organisation's gender equality initiatives and addressing gender-based violence and discrimination in your workplace.

- F.1 Analyse Results
- F.2 Establish Priorities
- F.3 Develop an Action Plan
- F.4 Implement Changes
- F.5 Monitor Progress
- F.6 Make Adjustments
- F.7. External Reporting and Transparency
- F.8 Celebrate Successes and Document Lessons Learned

# PRACTICAL GUIDELINES

## External Evaluation

Stakeholder Improvement Opportunities Identification

Stakeholder Feedback Action Plan Guidelines

Stakeholder Performance Improvement Plan Guidelines

Stakeholder Feedback Follow-up Guidelines

## Continuous Improvement

Gap Analysis Worksheet

Prioritisation Matrix Guidelines

SMART Goals Worksheet

Monitoring and Evaluation Improvement Plan Guidelines

Policy Revision and Alignment

Training Enhancement and Improvement Checklist

Gender Equality Annual Report

Roles and Responsibilities Matrix

Progress and Outcomes Accountability Checklist

# THE COSTLY IMPACT OF GBV

## Private Sector Perceptions and Realities in South Africa

5 GENDER EQUALITY

2022  
RESEARCH REPORT

The  
**COSTLY IMPACT**  
**OF GBV** Private Sector Perceptions  
and Realities in South Africa

#ITSNOTOK KPMG Mittuniversitetet SHARED VALUE AFRICA INITIATIVE UNIVERSITY JOHANNESBURG



The research, conducted in 2022, was led by Prof. Corné Davis from the University of Johannesburg in collaboration with Tiekie Barnard, SVAI CEO and founder of the #ITSNOTOK movement. The research was conducted in partnership with Mid Sweden University and supported by KPMG SA.



“There is one universal truth, applicable to all countries, cultures and communities: violence against women is never acceptable, never excusable, never tolerable.”

*Former UN Secretary Ban Ki-moon*

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