

MINISTRY OF INTERIOR AND ADMINISTRATIVE
RECONSTRUCTION
GENERAL SECRETARIAT FOR GENDER EQUALITY

**«Study and creation of a Tool to promote the
participation of women in economic decision-making
of listed companies»**

in the framework of the Project

**«Affirmative actions for the promotion of women in
economic decision-making»**

**GUIDE TO FILLING OUT
THE SELF-ASSESSMENT QUESTIONNAIRE**



HELLENIC REPUBLIC
MINISTRY OF INTERIOR
AND ADMINISTRATIVE
RECONSTRUCTION

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For more information see: <http://ec.europa.eu/progress>

"The information contained in this publication does not necessarily reflect the position or opinion of the European Commission".



EUROPEAN UNION

The Project Team

Delapaschos Athanasios	Graduate of the Athens University Law School Economic Department of	Project Manager
Koukoumas Nikolaos	Graduate of the Piraeus University, master in corporate strategy	Acting Project Manager Quality Officer
Gasouka Maria	Associate Professor in the «Department of Early Childhood Education and Educational Planning», University of the Aegean, PhD in Folklore & Gender	Comparative study author
Fokiali Persefoni	Associate Professor in the Department of Sciences of Early Childhood & Educational Planning, University of the Aegean	Comparative study author
Maggas Ilias	Graduate of the Piraeus University, Department of Business Organisation & Management	Project Team Member
Dionysiou Georgios	Graduate of Pantion University, Department of Sociology	Project Team Member
Saranti Maria	Graduate of Pantion University of Social & Political Studies, Department of Economic & Regional Development	Project Team Member
Labrakis Stylianos	Graduate of the Athens University, Department of Physics, specialized in databases design	Project Team Member
Kalogeras Georgios	Graduate of the National Technical University of Athens, Department of Electrical & Computer Engineering	Project Team Member

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INTRODUCTION

The second and final deliverable part of the project «Study and creation of a Tool to promote the participation of women in economic decision-making of listed companies» includes the following:

- 1. On-line tool (application) that will be posted on the project's webpage for the monitoring, measuring and assessing the degree of adoption of the participation of women in economic decision-making of listed companies.*
- 2. The creation of an **on-line** questionnaire of self-assessment of the policies applied by the listed companies in Greece to promote women in economic decision-making.*
- 3. The creation of a special guide to assisting businesses in filling out said questionnaire of self-assessment.*

The developed on-line tool is innovative in terms of enabling the user (or the administrator) to form the questions, to generate question categories, to create a scale, to automatically generate the result and to automatically issue references. It has been designed to be absolutely parametric and simultaneously very user-friendly. It is for this reason that the guide to filling out the questionnaire is summarised. The users are guided as soon as they enter the application and the guidelines to fill out the questionnaire are minimal.

The application is accessible from the page: <http://ggif.quercus.com.gr/sat>

1.0 Gender Equality

Gender equality is consolidated as it is known in the European Union Conventions and the Fundamental Rights Charter as a European Union (EU) basic principle. As from the establishment of the European Union, the principle of equality and equal treatment for women and men was one of the main targets and a cornerstone of legislation and value system. Even now, gender equality assurance is considered as a requirement to achieve the aims of the strategy of Europe 2020-aims supported on knowledge, abilities and innovation.

However, gender inequalities persist in all the sectors of public and private aspects of life. The gender equality in relation to the workplace signals the right of equal access to work, to job opportunities, professional further training and advancement of career, to equal pay assurance between the two genders, to work isolation elimination, to balanced participation of women and men in the professional and family life with equal parental leaves and absences due to specific family conditions between women and men. Despite the significant steps within the EU towards the achievement of equality, the gender discriminations remain and in some cases they expand. In particular, as regards the leadership posts in all the sectors of responsibility and power, change has been very slow. The phenomenon of «glass ceiling» is still strong. In fact, the calculation of the extent of «glass ceiling» estimated as the percentage of women in top executive positions compared to the total number of people participating in such posts reflects the degree of difficulty encountered by women in order to manage to advance their career on respective levels of their male peers (Dermanakis, 2004). The EU average for women in top executive positions in major companies listed in stock exchange is still on low levels and does not exceed 17.8%. At the same time, there are significant differences among the countries, with Malta being at the lowest rate (2.1%) and Finland being at the lowest level (29.8%). The rates in the other countries vary. In Greece, it reaches just about 8.4%.

To such challenge, the European Commission confirmed its binding to work to improve the situation, making the gender equality in decision-making one of the priority sectors in policies such as Strategy for Equality between Women and Men 2010-2015 (European Commission, 2011) and the Charter of Women (European Commission, 2010), but also with targeted measures in favour of the equality on a high/higher level. At the same time, several member-states attempt to balance by way of measures and regulations the representation of genders in high and higher administrative/executive job posts in all the sectors of economic activity. We should note that all the surveys show that the diversity in corporate boards contributes to the improvement of corporate governance and that the corporations with a higher rate of women in high posts in the decision-making have often better

performance compared to others. Therefore, the companies are required to ensure an increased leadership and executive presence of women. Furthermore, women represent a great talent pool, and their ongoing failure to participate in leadership positions deprives them of the opportunity to make full use of their professional skills, undermining thus the economic performance of an each time specific business, and especially the economic growth in general.

It is within the above context that the questionnaire was developed as a tool that the listed companies of Greece may make good use of, with the purpose of self-assessing themselves, so as to be able to detect to what extent they outweigh or fall short in relation to others similar to them, as regards the gender equality practices applied.

2.0 SUGGESTIVE QUESTIONNAIRE

BUSINESS ACTIVITY

.....

NUMBER OF EMPLOYEES

.....

BUSINESS REGISTERED OFFICE

.....

OPERATION TERM (YEARS)

.....

A. BUSINESS STRATEGIC OBJECTIVES AND EQUALITY

In your opinion, what are the most significant strategic objectives of your business?

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.....

Does the business adopt strategies for equality as fundamental values of its vision?

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Does the business consider that the gender equality is an agent supporting its effectiveness?

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Does the business consider that the gender equality is a significant expression of its corporate social responsibility?

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Does the business understand the benefits resulting for it from the lifting of obstacles connected with the social genders at the time of its executives progression?

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.....
.....

Has the business taken into consideration the importance of the Gender in business planning?

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.....
.....

Has the business been updated on the equality policies institutionalised in other countries in order to promote the balanced gender representation on high- and higher-rank executive level in businesses? What do you think about such policies?

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.....
.....

Which agents are responsible for the representation rates of women in your business?

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.....
.....

Do you think that your business needs changes as regards its strategic objectives in relation to the gender equality?

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.....

B. STRATEGIES FOR THE DEVELOPMENT – ADVANCEMENT OF EXECUTIVES.

Is there within your business any Gender Equality Strategy Action Plan?
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.....

Has the business sought to ensure the necessary resources to implement the basic equality strategies?
.....
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.....
.....

Has the business planned and implemented specific measures to encourage the balanced participation of women and men in decision-making in its framework?
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.....

Is the principle and the value of gender equality taken into consideration in the proposals on high and higher positions in the corporation?
.....
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.....

Does the corporation takes into account at the time of definition and establishment of its various work teams of the principle of the balanced gender participation?
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.....

Οι στρατηγικές ανάδειξης στελεχών της Επιχείρησης στηρίζονται στις αξίες της ισότητας των φύλων και της μη διάκρισης;
.....
.....
.....
.....

Does the corporation see to ensure the balanced gender representation in the boards that assess recruitments and promotions?
.....
.....
.....

Does the corporation consider that on some level of hierarchy the equality issue may be bypassed? What are these levels and how do you explain that?

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.....
.....

Do you think there is a need for change in the corporation as regards its measures in relation to the gender equality?

.....
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.....
.....
.....

C. PERSONNEL TRAINING-FURTHER TRAINING

Does the Business see, when planning activities regarding training/further training of its personnel, to the principle of gender equality and non-discrimination between women and men, mainly as regards the qualifications, the professional advancement and the assurance of equal opportunities in applying for responsibility positions?

.....
.....
.....
.....
.....

Are matters related to the gender and opportunity equality in the context of study of various further training programmes offered to its personnel included?

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.....
.....

Do you consider necessary the further training in matters of gender and equality in the Business?

.....
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.....

D. FAMILY-FRIENDLY STRATEGIES

Does the Business take into account when planning its policies of the necessity of reconciliation (harmonisation) of work and family life of its executives, men and women?

.....
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.....
Does the Business acknowledge in practice the motherhood and the fatherhood of women and men of its high and higher executives?

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.....
Does the Business ensure the unconditional return of its executives to responsibility positions they held, after the use of any kind of parental leave they get?

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.....
.....
.....
Does the Business offer the opportunity to female and male executives to make use of the total legal leaves related to parenthood?

.....
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.....
.....
Do you consider that the Business should apply measures and policies in order to assist reconciliation (harmonisation) of work and family life of its executives, men and women?

3.0 GUIDE to supporting businesses in filling out the self-assessment questionnaire

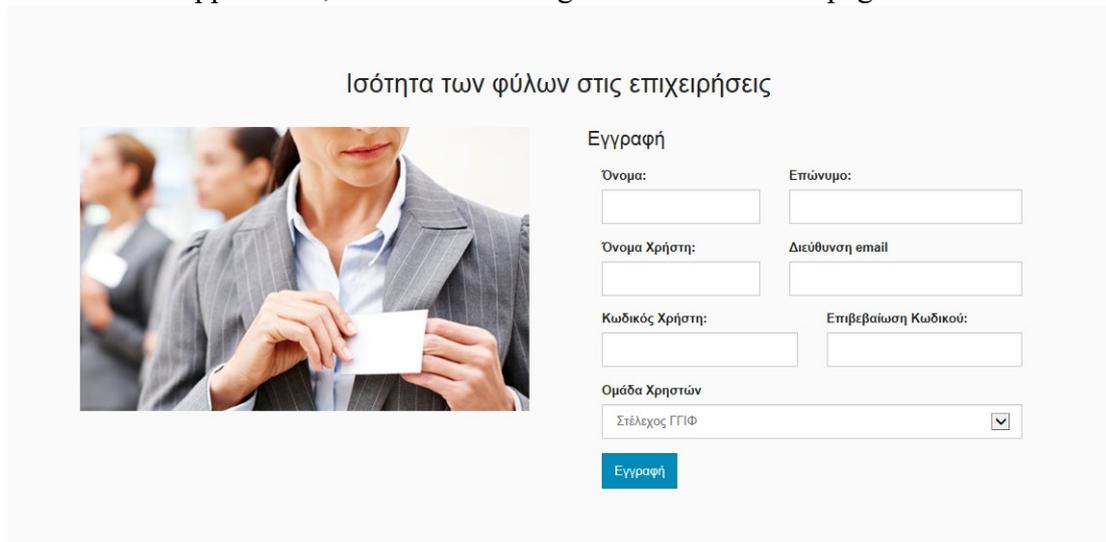
3.1 Introduction

The business self-assessment application in relation to the strategies for gender equality has been developed so as to be accessible on-line (web app) without requiring any kind of installation on the user's PC. Access to the application may be effected from any current browser.

The application is fully parametric, in a sense that the administrator of the application may «build up» the questionnaire that will be featured to the businesses for answering.

3.1.1 User registration

To access the application, the user has to register via the related page.



Ισότητα των φύλων στις επιχειρήσεις

Εγγραφή

Όνομα: Επώνυμο:

Όνομα Χρήστη: Διεύθυνση email:

Κωδικός Χρήστη: Επιβεβαίωση Κωδικού:

Ομάδα Χρηστών
Στέλεχος ΓΓΠΦ

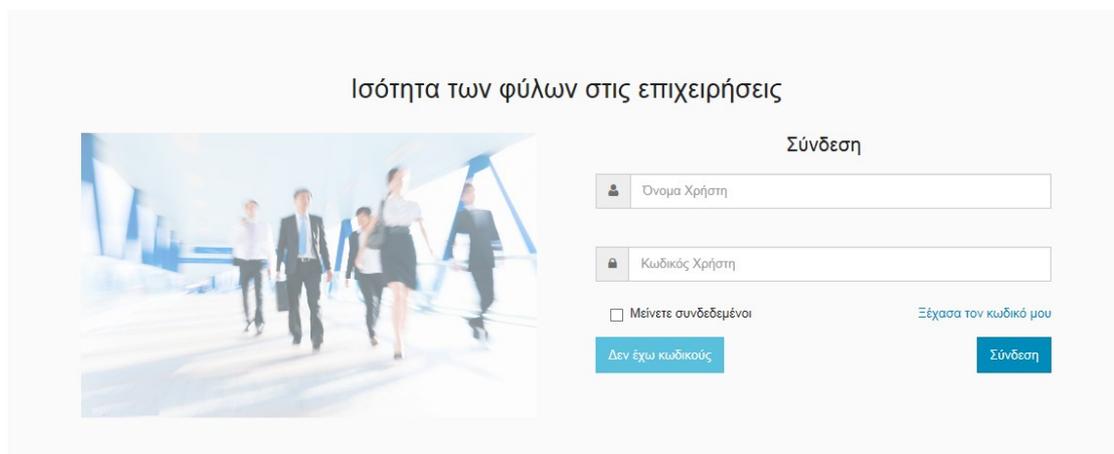
Gender Equality in corporations (Name, Surname, User's name, Email, User's password, Confirm password, User's group {GSGE executive}, Register)

Figure 1. User registration

Upon successful registration of data, the user will get an automated e-mail providing guidelines for account activation.

3.1.2 Connection with the application

After activation, the user may be connected with the application via the respective page.



Ισότητα των φύλων στις επιχειρήσεις

Σύνδεση

Μείνετε συνδεδεμένοι [Ξέχασα τον κωδικό μου](#)

Gender Equality in corporations (Connect, User's name, User's password, Remain connected, Forgot my password, I have no passwords, Connect)

Figure 2. Connection with the application

Upon connection, the user has access to the application operations depending on the group he/she is member of. In particular, the users that are members of the group «GSGE Executives» may create a new questionnaire

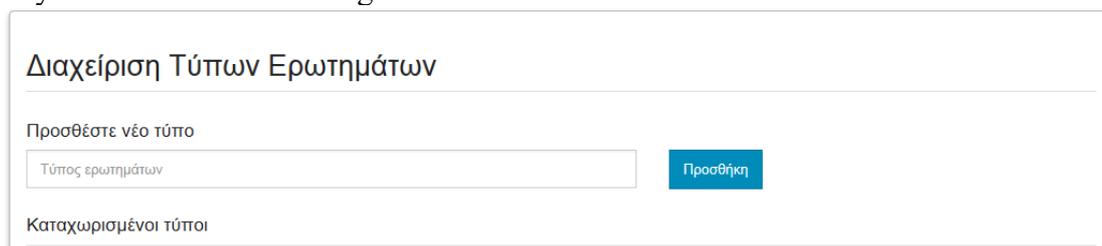
or amend the already existing one. Accordingly, the corporations may just answer the questions so as to estimate their rating.

3.2 Questionnaire development

The questionnaire development includes the entry of all the parametric elements required. In particular:

3.2.1 Types of questions

The application enables the categorisation of questions as per type, with the purpose of varying, e.g. in those questions that examine the extent of compliance of the corporation with institutional and regulatory requirements and in those that examine how the corporation has undertaken initiatives beyond its institutional obligations.

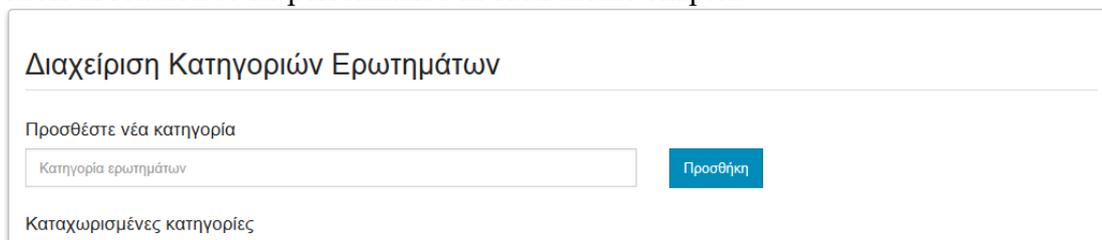


Administration of Question Types (Add new type {Type of questions}, Add, Entered types)

Figure 3. Question types administration

3.2.2 Categories of questions

In addition to the classification of questions as per type, these are also classified as per theme categories to enable the corporation to hierarchy itself in relation to its performance in each theme chapter.



Administration of Question categories (Add new category {Category of questions}, Add, Entered categories)

Figure 4. Question categories administration

3.2.3 Questions

Upon the creation of the types and theme categories, the user may proceed with the generation of questions assigning them to the respective type and category.

Διαχείριση Ερωτημάτων

Προσθέστε νέο ερώτημα

Ερώτημα

Κατηγορία Τύπος

Καταχωρισμένα ερωτήματα

[Question administration \(Add new question, Question, Category {Select category}, Type {Select type}, Add, Entered questions\)](#)

Figure 5. Question administration

3.2.4 Answer options to questions

The procedure of the questionnaire development is concluded with the definition of the choices available to the user in answering to every question. Every choice relates to the respective question, whilst at the same time the rating corresponding to every choice is also stated.

Διαχείριση Επιλογών Απαντήσεων

Προσθέστε νέα επιλογή

Επιλογή

Σχετικό Ερώτημα Βαθμολογία

Καταχωρισμένες επιλογές

[Administration of answer selection \(Add a new selection, Select, Related question {Select question}, Rating, Add, Entered selection\)](#)

Figure 6. Answer selection administration

3.3 Answering the questionnaire and self-assessment result

3.3.1 Business categorisation

The self-assessment procedure starts with the entry of the categorisation of the corporation data. In particular, to categorise the production object of the corporation, NACE Codes are used. Furthermore, the number of employees is recorded so as to enable the categorisation based on their size.

Εργαλείο αυτο-αξιολόγησης σχετικά με την στρατηγική ισότητας των φύλων

Παρακαλώ, συμπληρώστε δυο στοιχεία κατηγοριοποίησης για την επιχείρησή σας

Κωδικός NACE Πλήθος απασχολούμενων

[Self-assessment tool in relation to the strategy for gender equality \(Please fill out two categorisation data for your corporation, NACE password, {select password}, Number of employees, Add\)](#)

Figure 7. Business categorisation

3.3.2 Answering the questionnaire

Upon entry of the categorisation data, the application is re-directed to the page of questionnaire answer, which is automatically generated based on the data entered at the time of its development. The person answering the questionnaire chooses the answer to each question and submits the questionnaire. Answering all questions is a requirement.

Εργαλείο αυτο-αξιολόγησης σχετικά με την στρατηγική ισότητας των φύλων

Το εργαλείο αυτο-αξιολόγησης απαρτίζεται από 2 κατηγορίες ερωτημάτων.

Κατηγορία 1	
Ερώτημα 1.1	Επιλέξτε απάντηση ▾
Κατηγορία 2	
Ερώτημα 2.1	Επιλέξτε απάντηση ▾
Ακυρο	Υποβολή ↗

Self-assessment tool in relation to the strategy for gender equality (The self-assessment tool consists of 2 categories of questions, Category 1, Question 1.1, Select answer, Category 2, Question 2.1, Select answer), Cancel, Submit)

Figure 8. Answering the questionnaire

3.3.3 Self-assessment

Upon submission of the answers, the application calculates the rating of the corporation, so much overall as per type and category of questions. The position of the corporation, individually or in relation to other having used the tool, is presented using proper graphics.