



Zero GPG – Gender equality: Innovative tool and awareness raising on GPG

Information and Training Guide



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This publication is available on the website www.zerogpg-project.eu

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1. Introduction: Why to pay attention to the Gender Pay Gap?

This booklet, called “Information and training guide” was developed in the project Zero GPG – Gender equality: Innovative tool and awareness raising on GPG, co-financed by the European Commission, No. JUST/2013/PROG/AG/4862/GE. Its intention is to help persons who want to organise trainings and workshops and other events in their countries. This guide can contribute to a broader impact of their activities bringing actual information from the field of gender issues, especially gender pay gap and a link to interesting outcomes of this project.

The highly qualified, motivated, cooperating and loyal work force is the most valuable treasure of any organisation, company or institution. It is crucial to find such people and pay them the appropriate salary so that their performance corresponds to their quality.

Although this clear fact is generally known, considerable differences in the remuneration of women and men still exist. Nowadays, the gender pay gap (GPG) represents in Europe about 16 % in average.

It is very important to bring the topic of gender pay gap to the public awareness and to the broad discussion. Some questions are to be posed and some answers and recommendations to expected changes have to be first formulated and then brought to the real life both of private and public sector.

Project ZERO GPG is one of interesting contributions to the promotion of gender pay gap awareness both for experts and for general public, including managers of companies and institutions.

The aim of this guide is to bring you information and advice how to promote the topic of gender pay gap in your activities and / or in your company or institution.

2. Description of ZERO GPG project

Why do we describe you the project?

It might be useful for the organisers of various events concerning gender issues to put themselves in an international context and to show their participants that the GPG problem is huge and persistent, in all EU countries. To tackle it, initiatives are being taken, like this project.

The project “Zero GPG – Gender Equality: Innovative tool and awareness raising on GPG”, running in 2014 – 2016, is implemented by 6 beneficiaries from 5 EU countries:

1. **Department of Psychology** of Sapienza University of Rome, Italy – the main partner applicant
2. **Gender Project for Bulgaria Foundation (GPF)** from Bulgaria
3. **4 ELEMENTS** from Greece
4. **EQUANIMA** – Rovnovážka from Czech Republic
5. **Netzwerk österreichischer Frauen- und Mädchenberatungsstellen (NACW)** from Austria
6. **Fondazione Risorsa Donna (FRD)** from Italy.

The gender pay gap (GPG) is the difference between the average gross hourly earnings of men and women expressed as a percentage of the average gross hourly earnings of men¹. Despite decades of anti-discrimination laws and changes in the policies of companies and businesses worldwide, women are still not earning as much as men do in the workplace. The GPG is a complex problem calling for multi-level solutions.

Major factors leading to GPG are:

- Discrimination in the workplace
- Workplace practices and pay systems
- Undervaluation of women's work and skills
- Few women in senior and leadership positions
- Gender roles and traditions
- The need to balance work and family responsibilities.

The Zero GPG project addresses the GPG issue, using a trans-national approach with different stakeholder types, such as NGOs, women counselling centres and research institutions that work together to contribute to tackle pay inequalities.

Based on the principle of “you only can manage what you measure”, the project first studied current situation in EU and provided detailed results for the GPG in all participating countries, taking under consideration also forms of pay that go unrecorded, such as bonus payments, performance-related pay or seasonal payments that are currently not included in EUROSTAT statistics. Focus was made on SMEs from the participating countries. That approach allowed the identification of possible ways of dealing with the problem in a targeted manner. The study also examined the sources of the GPG issue, taking into consideration also the psychological base of the problem. Particularly, women may underestimate their professional value, thus generating a paradoxical self-discrimination. In order to determine whether gender differences in self-promotion exist and if they play a role in workplace consideration, an extensive study was carried out by examining content and modality of social networking for career enrichment. It is available on the website of the ZERO GPG project: <http://Zerogpg-project.eu/>

Based on the studies, the project developed also a software tool that allows an SME from the target countries to check their pay policy and evaluate the possible source of inequalities. The tool takes the state of the art one step further, by providing also the possibility to check employee skills with respect to his/her job description and evaluate the match between them. A portal www.Zerogpg-project.eu was developed to bring together the sector stakeholders in the addressed countries. The portal is also the one-stop point for GPG closing best practices. The project addressed all target groups through awareness raising events for employees, employers and the national authorities. Equal pay days were envisaged to be hosted in all participating countries (where there isn't one yet) and “train the trainer” seminars as well, in order to develop project result multipliers.

Four partners undertake the role of a “National Contact Point for GPG”, in order to ensure project results continuation also after the end of the funding period. Emphasis in all events is to be paid to the tangible benefits of closing the GPG, which will be confirmed through a review of business performance indicators related to the presence of women within companies.

The action stakeholders include

- business associations

1 Definition used by EURSTAT, 2016

- decision makers
- NGOs.

All of them are actively involved during the project implementation. The target audiences are mainly women of all ages and various professions, as well as employers and their associations and public authorities.

The ZERO GPG consortium addresses those audiences through events specifically designed for them, in order to ensure a deeper acceptance of the project results.

2.1 Project Objectives

- **To improve knowledge on the issue of GPG** through research and statistics, taking under consideration also forms of pay that go unrecorded
- **To study the psychological base of the GPG issue** through surveys and questionnaires concerning how the individuals self-promote and how this affects the GPG.
- **To bring together the sector stakeholders**, through a portal that will eventually become the one-stop point for GPG closing best practices from within the EU or even internationally
- **To raise employees and employers awareness** on GPG existence and on the tangible benefits and ways for closing it. The presentation of the benefits of closing the GPG is supported by a review of business performance indicators related to the presence of women within companies
- **To provide a friendly and practical tool** to allow an SME from the target countries (the majority of EU companies are SMEs) to check their pay policy and evaluate the possible source of inequalities
- **To disseminate project outcomes**, giving emphasis on creating continuation plans.

3. Why to reduce GPG?

The purpose of this chapter is to bring insight into the discussion about the roles, positions, added value of a work and contributions of women in companies.

Women represent about 50 % of the world's population and the population in the active age. The percentage of women graduating from high schools and universities is steadily increasing and women's rate of graduates has surpassed that of men in many European countries. Despite of this fact, women work still rather on lower positions or are paid less for the same work than men. Plenty of women can feel therefore to be underestimated by the society and can be disappointed of their situation. There are lots and lots of women giving companies their very best and working very hard (and often much harder than men!) even though paid less. The real but not openly defined danger and the real loss for the companies and the economy is that women's qualifications are under-validated and highly capable women are not given leading positions because of gender discrimination.

A relatively new aspect in the debate on the gender pay gap is the acknowledgment of business added value due to a more qualified presence of women in the companies, which could allow managers to promote measures fostering the pulling down of the GPG. Indeed enterprises have to be convinced of the advantages of promoting women in decision-making

positions and women have to be motivated to actively aspire for management jobs and to increase their participation in so-called “male sectors”².

A better overview of the business added value generated by the presence of women in the companies can improve the social partners’ effectiveness in fostering the reduction of gender discrimination at the workplace.

With a specific focus on the reconciliation problem it seems that good economic results of the companies implementing gender equality measures are partly assigned to the good balance between family/work-life.

Employees receive both tangible and intangible benefits. And especially intangible aspects of the work can be a key to the start of the discussion about the gender pay gap and its danger for the organisation where GPG exists.

3.1 Business performance indicators

To be able to measure gender pay gap and similar inequalities in the professional world of women and men business performance indicators related to the presence of women within companies were developed and used.

Scientists studied how the promotion of a diverse workforce and in particular of gender equality leads to a better economic performance for the company.³ These benefits involve both tangible and intangible assets. Even if the latter are not immediately accountable in terms of budget saving or turnover increase, they are relevant to help the company to become a high-performance business. Indeed factors such as motivation, employee pride and social awareness are considered as key to promote a sustainable performance. The promotion of these intangible assets is relevant not only for gender equality, but for creating an environment where everyone can deliver at their best when they feel valued, included and respected. Therefore, the benefits produced by intangible assets generate effects also on the tangible assets such as budget savings, management costs, recruitment activities, etc. with a general reduction of the costs for the enterprise.

The acknowledgement of business added value due to a more balanced presence of women in the companies could allow managers to promote measures fostering the pulling down of gender pay gap. Business performance indicators showing inequalities in organisations can be addressed also to social partners (for instance the trade unions).

Striking and for the public discussion very useful and grateful are:

- Business role of women
- Segregation of women
- Women’ attributed characteristics
- Amount of women inside the organisation
- “Male” and “female” sectors

The broad and increasing awareness of gender inequalities and gender pay gap seems to be a very important step in reducing a gender pay gap both in sectors and in organisations, companies and institutions.

² Crompton, R. 1989; Benschop, Y., & Meihuizen, H. E. 2002; Greenwood, J. 2011; De Cabo, R. M., Gimeno, R., & Nieto, M. J. 2012; Duguet, E., Petit, P., & Petit, P. 2005; European Women’s Lobby 2014

³ Farrell, K. A., & Hersch, P. L. 2005; Brammer, S., Millington, A., & Pavelin, S. 2009; Dezsö, C. L., & Ross, D. G. 2012; Ahern, K. R., & Dittmar, A. K. 2012; Barker L., Mancha C., Ashcraft C. 2014

4. How to organize Zero GPG activities on the national level

You can organize different types of actions with the aim to contribute to the reduction of the gender pay gap or to the diminishing of gender inequalities in the labour market.

Here is a list of some most important ones.

4.1 Awareness Raising Workshops

The aim of such action is to increase the general awareness about the gender issues, especially about the gender pay gap which is not so publicly discussed. Workshops should be targeting women (employees and other), employers and the national authorities. Workshops must be appropriately advertised in free press, related magazines, TV-spots, through the websites or social media/networks. The workshops should present the GPG issue and means of dealing with it in a structured way. Existing best practices and success stories are a very good issue to be presented as well as the developed portal and tools of the project ZERO GPG. The participants should be asked, as part of the workshop, to use the tool developed throughout the ZeroGPG project for calculating the GPG for selected example companies.

4.2 Train the Trainers Seminars

To become a stronger “gender equity voice” in your environment, you can prepare some “Train the trainer” seminars to have people with the similar way of thinking in the gender issue, to create project Zero GPG multipliers, by training NGO members, vocational trainers, HR staff and decision makers on the GPG issue and how to transfer the knowledge developed in the project Zero GPG to all women and interested bodies. Teachers and trainers from universities and training providers are welcomed to participate in such seminars.

4.3 Equal Pay Days

More and more European countries organize already the “Equal-pay-day” action. It is an important event where significant organisations and opinion-leaders meet and enrich the debate regarding the gender pay gap. Such a personal platform helps to influence a public awareness of the society concerning the gender issue itself and especially the existence of the gender pay gap. Equal Pay Days are properly advertised and women themselves can participate and learn a lot about the gender issue and the gender pay gap. The scope of this event is mainly to raise awareness of the general public: Labour and Social Affair authorities will also be invited at the events. An appropriate advertising of such event may crucially contribute to the positive development of the perception of the gender inequality. Equal pay days must be appropriately advertised long in advance in free press, related magazines, TV-spots, through the relevant websites and social networks. The "equal pay days" may have a more "unstructured" form with respect to the workshops. Discussions with the audience are

the key point of the equal pay days in order to make sure that the message is transmitted to them and especially to the women employees. Brochures and information material may be distributed to all participants.

5. Zero GPG activities in detailed instructions

5.1 Before you start

To prepare any action concerning the gender issue is not easy because of the sensitivity of the topic. Each country is sensitive to a little bit different things and moreover, what is acceptable in one country is maybe not considered an appropriate way of thinking, speaking or doing in another country. That is why it is difficult to provide you with recipes or exact instructions. Nevertheless, you can prepare yourself and prepare the necessary environment following these recommendations:

1. Try to think realistically about the actual situation in your country.
2. Do some promotion in advance.
3. Actualise your website – the attention to the prepared action.
4. Network and use the support of the members of the network.
5. Publish and advertise in suitable media including online social networks.
6. Contact important future visitors individually (F2F contacts, e-mails, phone contacts, etc.)
7. Find appropriate location/venue and facilities for your planned action.
8. Prepare actual information.
9. Present everything in an innovative and non-boring way.
10. Bring participants together and let them be as active as possible according to your carefully prepared plan of the action.

When you organize some event concerning the gender issue or when you help to contribute to the organisation you can pose some questions that could be helpful to clarify in advance:

WHO	<ul style="list-style-type: none"> • Who is going to be the speaker or instructor? Will it be me and/or my colleagues? Will we ask another expert to hold part of the seminar? <hr/> <p>Who would this be? Person: Ombudsperson for Equal Pay, representative of Chamber of Commerce; a boss or representative of HR department of a company or someone to facilitate the seminar Organization: Who is responsible for organizing the seminar, finding suitable venue, catering, technical equipment etc.? E.g. myself, one of my colleagues, secretary,...?</p>
WHY	<ul style="list-style-type: none"> • Context: Why is it necessary / important to hold such a seminar/workshop, generally: event? E.g. to disseminate the ZeroGPG tool, for awareness raising among companies and stakeholders
WHAT	<ul style="list-style-type: none"> • Content: What will be taught in the seminar / workshop / event? Which is the difference between the ZeroGPG Workshops and the train-the-trainer seminar? E.g. different target group, different methodology, different focus • What is the objective of the seminar / workshop / event? (E.g.

	participants will be highly informed on Equal Pay; they will know how to use the GPG tool; they will support the goals of Zero GPG project etc.)
HOW	<ul style="list-style-type: none"> Which methods should be used? E.g. Theoretical input, exercises (workshop-character), reflexion and transfer (how to apply what has been learned to the participants' workplace?, additional input by external expert)
FOR WHOM	<ul style="list-style-type: none"> Who is the target group for the train-the-trainer seminar / awareness raising workshop / other event? (e.g. representatives from SME, counsellors, ombudspersons, trade unions, chambers of commerce, etc.) Who is the usual target group of our organization / institution? (e.g. trade unions, women's counsellors, university students)? How can we extend this target group? (e.g. by presenting Zero GPG project at conferences, do networking, in newsletters, etc.)
WHERE	<ul style="list-style-type: none"> What would be a suitable venue for the seminar? (e.g. What size of the room is necessary? What technical equipment? Is the price within our budget? Is the venue suitable for the participants in terms of how can it be reached easily? Can refreshments and snacks be provided at the venue or do we have to organize a catering?)
WHEN	<ul style="list-style-type: none"> Which month, day, duration would be best? (e.g. should the seminar be shortly after the ZeroGPG workshops or immediately after or in between? Are there other events on this topic taking place, organized by other institutions? Is there a better or worse time for the expected participants? Do they have to travel to come to the seminar or are they in town? Do we have to think about family-friendly beginning and end of the seminar?)

6. Conclusions

Using this Information and training guide you can be better prepared to organize gender pay gap concerning activities and events. You can use the information developed in the project Zero GPG, visit its portal and use the Zero GPG tool. The demonstration of the usage of the Zero GPG tool and the presentation of results of the Zero GPG project may significantly contribute to the success of your activity.

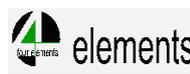
You can find below some useful forms to be used during your actions.

7. Reporting from activities

A short overview should follow each activity including:

- Short description of what exactly happened
- Number of people attended it, what were their gender and background
- Interesting discussions / topics discussed/what we have learned from this activity
- Some nice photos
- Feedback analyses
- Media coverage, incl., links where the event has been announced.

8.2 Evaluation form for participants



ZeroGPG – Gender equality: Innovative tool and awareness raising on GPG Awareness Raising Event Evaluation Form

Instructions: Please complete this evaluation by responding to the topics below.

1 – completely agree; 2 – partially agree; 3 – neither agree nor disagree;

4 – partially disagree; 5 – completely disagree

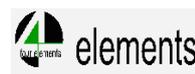
1.	The goals of the event were clearly defined	1	2	3	4	5
2.	Knowledge gathered in the event enhanced your knowledge regarding GPG issue	1	2	3	4	5
3.	Information was presented in an accessible and understandable way	1	2	3	4	5
4.	The knowledge gathered on the event would be useful for my professional career	1	2	3	4	5
5.	The event allowed interactive participation	1	2	3	4	5
6.	The strategies presented at the event provided possible solutions to overcome the <i>pay gap by gender</i>	1	2	3	4	5
7.	The event was very well logistically organized	1	2	3	4	5
8.	I am satisfied with the event in general	1	2	3	4	5

Thank you!



Project Zero GPG - Grant agreement JUST/2013/PROG/AG/4862/GE

8.3 Programme of seminars



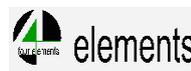
ZeroGPG – Gender equality: Innovative tool and awareness raising on GPG

Awareness Raising Event

Programme of the seminar

Step	Content	Possible method	Intended result
1	Aim and objectives of the workshop, definition of the topic and the content of the day	Discussion, mutual dialogs one to one	Good atmosphere
2	Why are we here and why just we	Each short introduction and explanation of her/his participation	Move participants from problem to seeking solution
3	Introduction of the project ZERO GPG, its portal and its tool; browsing through the website of the project	Presentation, browsing through the website, questions and answers	Explanation of the purpose of the project ZERO GPG and its possibilities
4	One's own experience with GPG – do you feel it as a problem? Why?	bullet points with key words interviewing each other in partner groups ticking bullet points obtained through brainstorming	Retrospect of own experiences related to the content Reflection Shared concerns Mutual support Positivism
5	Identifying the 2-3 most important elements causing the problem	Writing the issues on cardboard, adding them to the measuring tape	Recognize own's perception of the issue, individual standpoints and limits for considering the problem as a problem
6	Is the situation going on during years?	Discussion, bringing in own points of view	Finding obvious points which can be basic elements for a solution to reduce GPG
7	Formulation of one's own meaning about activities and tools of ZERO GPG	Partner work in groups	Appreciation of own resources and of resources of others
8	Presentation by partners	2 minute speech	Appreciation of resources of others in front of the whole group
9	Appreciation by trainer and discussion in group; collection of remarks to the project ZERO GPG	Plenary session	Acknowledgement of resources
10	Protocol of the „ideal“ resources of the group as a whole (all resources of all participants compiled)	Photo, list	Understanding that a group of participants has so many resources that all participants can learn from that
11	Summary of steps 1-10, elaboration of a file	Trainer in plenary session	Preparation for steps coming up

Step	Content	Possible method	Intended result
	arguments of key elements from steps 1-10		
12	Practical usage of the ZERO GPG portal	Individual work of each participant	To make familiar of each person with the ZERO GPG portal
13	Practical usage of the ZERO GPG tool	Individual work of each participant	To make familiar of each person with the ZERO GPG tool
14	Sharing of results and each feelings and impressions	Discussion of participants	Collection of important contribution of participants
15	Conclusion	Evaluation of ARW by participants	Gaining of the feedback for possible improvements of results of the project ZERO GPG



ZeroGPG – Gender equality: Innovative tool and awareness raising on GPG

Training of trainers

Programme of the seminar

Step	Content	Possible method	Intended result
1	Aim and objectives of the training Why are we here and why just we?	Each short introduction and explanation of her/his participation	Good atmosphere
2	Definition of the topic: Gender Pay Gap: what is it?	Official definitions Official statistics	Move participants from problem to seeking solution
3	One's own experience with GPG – do you feel it as a problem? Why?	For an effective training we need to check what is already known by the participants. bullet points with key words	Retrospect of own experiences related to the content Reflection Shared concerns Mutual support Positivism
4	Identifying the 2-3 most important elements causing the problem	Example: Visual memory task linked to gender myths A test elaborated by Sapienza involves visual memory skills: First participants have to estimate how able they are in visual skills (usually women tell they are less smart) Secondly they carry out a visual	Recognize own's perception of the issue, individual standpoints and limits for considering the problem as a problem

Step	Content	Possible method	Intended result
		task Thirdly the expected result is compared with the real result	
5	Is the situation going on during years?	Discussion, bringing in own points of view	Finding obvious points which can be basic elements for reducing GPG
6	Introduction of the project ZERO GPG	Presentation	Explanation of the purpose of the project ZERO GPG and its possibilities
7	Presentation of best practices and reports 1.4 and 1.6	Comparison of official data with Zero GPG findings: GPG, decision making attitudes, self promotion attitudes, ..., business performance indicators, best practices	To contribute to knowledge of participants
8	Other used activities concerning GPG (gender audits, etc.)	Discussion, own experiences of participants	Mutual enrichment of all participants
9	Appreciation by the facilitator and discussion in group	Plenary session	Collection of remarks for a possible improvement of the results of the project ZERO GPG
10	Conclusion	Evaluation of ARW by participants	Gaining of the feedback for possible improvements of results of the project ZERO GPG Evaluation questionnaire

8.4 Reporting form



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“X event” report



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Contents

I. Event presentation (half a page)

Short description of the typology of event, specific title if any, date and place

II. Specific objective (half a page)

Definition of the aim of the event with respect to the target, the contents, etc.

III. Short description of the event carry out (max two pages)

Notes on logistics and organization

Number of participants with detail of women and men and their background if available

Level of participation by specific targets and other stakeholders such as NGOs, institutions, main public, media.

Interesting discussions / topics discussed/what we have learned from this activity

IV. Feedback analyses (two pages max)

Short analysis of the questionnaire turned back. The analysis must refer the number of questionnaires harvested compared with the number of participants; the level of satisfaction overall; mention of results for each one of the eight points of the questionnaire.

V. Media coverage (one page max)

It must detail the name of the media participating in the event, mention of eventual press release and interviews given, mention of articles and links where the event has been announced before/reported after.

VI. Internal evaluation (two pages max)

This evaluation is carried out by the organizing partner and must take into account a kind of SWOT analysis: **strength** points and good results achieved (internal factor); **weak** points and failures of the events in order to learn (internal factor); external **opportunities** such as dealing with interested institutions and NGOs, synergies with other relevant events, etc (external factor); **threats** such as bad period for an equal pay day, low interest of stakeholders, poor logistics etc. (external factor).

VII. Images

Some representing photos, relevant and effective in showing the participation, the debate and eventual group works, persons, speeches, use of tools, location, **use of EU logo and mention of the financing.**

8.5 Transparencies