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Department for Human Rights and Minority
Protection



Gender Audit

STANDARDS

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HUMAN RESOURCES AND
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1 Introduction

The Gender Audit Standards (hereinafter referred to as the “Standards”) was created to provide a minimum standard for execution of one of the gender mainstreaming tools – a gender audit. The aim of the Standards is to provide consistent explanation of this tool as well as to unite the different existing processes implemented in gender audit execution by gender auditors by defining the minimum criteria for fulfilling these Standards.

The Standards are aimed mainly for gender auditors with relevant expert knowledge (for details see 4.1.2. Chapter Executive Team Formation). For the general public (public administration and self-government authorities, employers and other entities) the Standards serve mostly as a general source of information on the significance and potential use of the gender audit (for details see Annex No. 1). Using this Standard in the implementation of gender audits is recommendatory and not compulsory.

1.1 Purpose of Gender Audit Standards

The gender audit as one of the gender mainstreaming tools has an international tradition of more than thirty years. Yet the significance and use of the gender audit has been changing throughout history, and in different national contexts. The first authority to execute a gender audit was the Australian government in 1984¹, when its principal goal was to serve as an audit of the national budget.² Consequently, gender audits were implemented in modified forms for other purposes, such as audits for European Funds or particular institutions.³ In 2007 the methodology of the so-called participatory gender audit⁴ was adopted by the International Labour Organization (hereinafter referred to as the “ILO”).⁵

Since the formation of the first gender audit methodologies in the Czech Republic in 2007, a number of methodologies for executing gender audits appeared (and other types of social audits) within different programmes initiated by non-profit organizations and other entities. These include “Gender Audit of the Regional Authority Methodology”⁶, “Gender Audit of the Council Methodology”⁷, “Gender Audit of Companies Methodology”⁸, the “Family

¹ Swirski.B.2002.What is a gender audit. Adwa Center: Israel. Available at: <http://internationalbudget.org/wp-content/uploads/What-is-a-Gender-Audit.pdf>

² Today this type of audit is often referred to as gender budgeting and is used as another tool of the gender mainstreaming strategy (for details see Chapter 2.4 Associated Concepts).

³ Pavlík.P.2009. “Gender Audits as a Necessary Prerequisite for Fulfilment of the European Charter for Equality of Women and Men in Local Life” (“Genderové audity jako nezbytný předpoklad naplňování Evropské Charty za rovnost žen a mužů na úrovni života ve městech a obcích.”) In Adamusová, M., Hejzlarová, E. M. Equal Opportunities of Women and Men in Local Life: Where to Start? (Rovné příležitosti žen a mužů ve městech a obcích: jak začít?) Conference Collection. Available at: http://padesatprocent.cz/docs/Rovne_prilezitosti_zen_a_muzy_ve_mestech_a_obcich_jak_zacit.pdf

⁴ I. e. an audit executed by the “audited” organization itself with the aim to include its employees in the process. However, this approach to implementation of gender audit requires gender sensitivity of all participants.

⁵ ILO. 2007. Manual for Gender Audit Facilitators: The ILO Participatory Gender Audit Methodology. ILO: Geneva Available at: <http://www.google.cz/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=1&ved=0CCAQFjAA&url=http%3A%2F%2Fwww.ilo.org%2Fdyn%2Fgender%2Fdocs%2FRES%2F536%2FF932374742%2Fweb%2520gender%2520manual.pdf&ei=BDZUYv-PMGrUe-TgHg&usq=AFQjCNFcERe0TBXYS0OvLCyOt6sdx5izAg&bvm=bv.93112503.d.bGg>

⁶ Pavlík, P. 2007. Gender Audit Methodology of the Regional Authority (Metodika genderového auditu krajského úřadu). Prague: Open Society Fund Praha Foundation. <http://www.otevrenaspolecnost.cz/knihovna/otevrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-audit-u-krajsky-urad1.pdf>

⁷ Pavlík, P. 2007. Gender Audit Methodology of the Council (Metodika genderového auditu městského/obecního úřadu). Prague: Open Society Fund Praha Foundation.

and Employment Audit” methodology⁹, “Diversity Management and Harmonizing Work, Family and Personal Life at the Workplace Methodology”¹⁰ as well as other methodologies of similar social audits formed for example in the programme period of the Human Resources and Employment Operational Programme 2007–2013.

The long-term unsustainability caused by the non-existence of gender audit standards within the state administration has been continuously pointed out by experts operating in the field of gender studies as well as non-profit organizations executing gender audits. Different interpretations of the concept of gender audit itself by various entities, different conceptual foundations, various methodologies or the execution of the audit in selected areas only have been regarded as the crucial issues. The ambiguity of gender audit interpretation has caused complications not only for the persons executing the gender audits but also, and primarily, for the (potential) beneficiaries. The diversity of executed audits including their different interpretations did not guarantee a minimum quality standard of their execution.¹¹

The aim of the presented Standards is not to unite all types of social audits but to define gender audit as a distinct type of social audit. Standard represents minimum of activities, areas to be audited, knowledge and experience of auditors etc., which are necessary for the gender audit implementation.

The objective of forming the Standards is the support of gender audit execution at employers in all kinds of organizations including state administration.¹² The necessity of gender audits arises out of the persisting gender inequality (not only) in our society, regardless of numerous legislative and non-legislative measures (both international and national) adopted to eliminate such inequality¹³. The continuous gender inequality demonstrated by statistics and studies in the long run (for details see Annex No. 1) affects all areas of social life. One of the areas affected by inequality is the labour market and business environment (which further penetrates and relates to all the other areas). As identified in the document *Government Strategy for Equality of Women and Men in the Czech Republic for 2014–2020 (hereinafter referred to as the “Strategy”)*, the low employment rate of women, one of the highest gender pay gaps within the EU, high horizontal and vertical labour market segregation are among

<http://www.otevrenaspolecnost.cz/knihovna/otevrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-auditu-obecni-urad.pdf>

⁸ Chudáčková T., Ryntová L. (eds.). 2008. Gender Audit Methodology for Companies (Metodika genderového auditu firem). Prague: Aperio – Společnost pro zdravé rodičovství.

⁹ More details at: Ministry of Labour and Social Affairs (MPSV).WEB Family and Work Audit (Audit rodina a zaměstnání). [online]. <http://auditrodina.mpsv.cz/index.php/metodika-auditu.html>

¹⁰ More details at: Institute of Sociology of the Czech Academy of Sciences (Sociologický ústav akademie věd ČR, v.v.i.) [online]. <http://www.soc.cas.cz/projekt/metodika-rizeni-diverzity-sladovani-pracovniho-soukromeho-zivota-na-pracovisti>

¹¹ Pavlík.P.2009. “Gender Audits as a Necessary Prerequisite for Fulfilment of the European Charter for Equality of Women and Men in Local Life” (“Genderové audity jako nezbytný předpoklad naplňování Evropské Charty za rovnost žen a mužů na úrovni života ve městech a obcích.”) In Adamusová, M., Hejzlarová, E. M. Equal Opportunities of Women and Men in Local Life: Where to Start? (Rovné příležitosti žen a mužů ve městech a obcích: jak začít?) Conference Collection. Available at: http://padesatprocent.cz/docs/Rovne_prilezitosti_zen_a_mužu_ve_mestech_a_obcích_jak_zacit.pdf

¹²It follows the Objective No. 6 arising out of the strategic area of “Equality of Women and Men in the Labour Market and Business” of the Strategy adopted by the Resolution of the Government of the Czech Republic of 12 November 2014 No. 931, available at: http://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/Projekt_Optimalizace/Strategie-pro-rovnost-zen-a-muzu-v-CR-na-leta-2014-2020.pdf

¹³Beijing Platform for Action, European Social Charter, Strategy and others.

the most pressing issues in the area of the labour market and business.¹⁴ Gender audit is one of the tools for employers to help identify those inequalities and repair them.

1.2 Standards Formation Process

The document of the Standards was compiled at the Gender Equality Unit of the Office of the Government of the Czech Republic as a part of the project “Optimisation of Institutional Scheme for Equal Opportunities of Women and Men in the Czech Republic” (reg. No. CZ.1.04/5.1.00/81.00004) co-funded from the resources of the European Social Fund within the Human Resources and Employment Operational Programme and from the state budget of the Czech Republic.

The formation of the Standards was commenced on December 2014 and the first draft was completed on October 2015. An informal executive team was formed at the beginning of the Standards preparation, constituted of experts from committees and working groups of the Government Council for Gender equality (hereinafter referred to as the “Council”) as well as experts in the area of gender and with experience in the field of executing gender or similar types of social audits (hereinafter referred to as the “Working Group”). In the course of 2015 the Working Group met four times within different workshops (once at the final international workshop). The aim of these workshops was mainly the unification of existing methodologies used for gender audit and a proposal of the steps to follow in implementing the newly formed Standards, including the upcoming operational programmes.

The form of the Standards was simultaneously consulted with the respective gender equality resort coordinators especially at the workshop that took place on September 2015. Before the Standards finalization the Standard was also consulted with representatives of committees and working groups of the Council.¹⁵

2 Gender Audit

Gender audit is a type of social audit, which can be used as one of the gender mainstreaming strategy tools in promoting gender equality.

Gender audit implementation entails analyses of internal organization processes and organization structure from a gender point of view. Critical areas and barriers are identified. Progress is monitored and evaluated, wide range of recommendations concerning improvements in organization processes in the area of gender equality are presented. The auditors’ attention is mostly focused on the internal environment of the organization; however, monitoring of the outside impact of its activities is not neglected either. Gender audit is most often executed by an independent organization with staff trained in gender themes in general and specifically in gender audit execution (so-called external audit). Gender audit is a way to a change and for this reason it should be repeated on a regular basis, to measure progress and implement follow-up measures.

¹⁴ For details see the Strategy, p. 15.

¹⁵ Specifically, the Strategy was sent for comments to the Committee on Institutional ensure equal opportunities for women and men; Committee for balanced representation of women and men in politics and decision-making positions; Committee for reconciliation of work, private and family life and the Working Group on Men and Gender Equality.

2.1 Gender Audit Foundation

The need for gender audit execution is mostly based on identified existence of gender inequality¹⁶ in society in general, as well as particularly in the labour market, and on the need to eliminate it (for details see Chapter 2.2. Gender Audit Objectives and Benefits). The assumption of the possibility to eliminate gender inequality is based on the belief it has been created by societies throughout history, and so its current form is the result of social processes and operating of institutions, which can be further developed.¹⁷

Another and no less important foundation of gender audit execution is the interest of the Audited Organization in gender audit implementation. The concern of the Audited Organization in consequent change and consistent work in this area is a crucial factor.

2.2 Gender Audit Objectives and Benefits

The principal gender audit objectives include efforts to¹⁸:

- Promote gender equality in the labour market;
- Motivate employers in the Czech Republic to apply principles of gender equality;
- Motivate employees to change rooted gender stereotypes;
- Analyze internal organization processes and organization structure from a gender point of view;
- Propose specific and feasible changes leading to promoting of gender equality in practice;
- Identify good practice in ways of gender equality promotion;
- Sensitize the organization in the area of gender.

The execution of gender audit leads to proposals of specific changes resulting in promoting of gender equality in practice, among other things. However, the gender audit execution without implementation of the proposed changes is not sufficient. Implementation of the recommendations resulting from gender audit most often leads to¹⁹:

- Increased satisfaction and loyalty of employees
- Increased performance and work efficiency
- Positive work team atmosphere
- Increased motivation of employees
- Positive effect on employee turnover decrease
- Reduction of recruitment costs
- Employee identification with performed tasks
- Improved recruitment status
- Long-term profit increase of the organization

¹⁶ See for instance the Strategy.

¹⁷ Pavlík, P. 2007. Gender Audit Methodology of the Council (Metodika genderového auditu městského/obecního úřadu). Prague: Open Society Fund Praha Foundation. <http://www.otvrenaspolecnost.cz/knihovna/otvrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-audit-u-obecni-urad.pdf>

¹⁸ Inspired by: Aperio – Společnost pro zdravé rodičovství: Gender Audit Methodology for Companies (Metodika genderového auditu firem). Prague: Aperio – Společnost pro zdravé rodičovství, 2008.

¹⁹ Based on: Aperio - Společnost pro zdravé rodičovství: Gender Audit Methodology for 2010 (Metodika genderového auditu pro rok 2010). Prague: Aperio – Společnost pro zdravé rodičovství, 2010. Internal material of Aperio – Společnost pro zdravé rodičovství.

- Good name of the organization.

2.3 Associated Concepts

This chapter introduces the concepts associated with the gender audit realization. Their deeply knowledge is one of the prerequisites for gender audit realization in a good quality.²⁰

Gender

The term gender is based on the understanding that the differences between men and women are not caused by their innate divergence but by socially formed and historically reproduced and changing notions of “masculinity” and “femininity”. Gender penetrates all areas of social life. It is a binary concept (i. e. it is based on the sole assumption of “masculinity” and “femininity” related to the “male” and “female” sex) and at the same time it is a hierarchic concept where the phenomena, activities, characteristics and other areas of human life connected to “masculinity” are valued higher than those attributed to “femininity”. Gender relationships are relationships of power, mostly favouring men as a group.

Gender Equality

Achieving gender equality presumes opening opportunities for a free choice of life style and developing one’s talents (e. g. a career, opportunities to participate in decision-making and others) regardless of assumed gender and identity of the individual or their sexual orientation.

Equality of Women and Men

Equality of women and men is the ideal state, in which both sexes are free to develop their abilities and use opportunities in different areas of life in the same way. At the same time, it is a situation devoid of direct or indirect discrimination based on gender.²¹ The concept of equality of women and men relates to the assumed binary sex category (man, woman), i. e. does not reflect any other potential identities of the individual (transgender or other gender identities).

Gender Mainstreaming

Gender mainstreaming is a “process of evaluating the effects of all proposed measures including the legislative, political or programme ones for both women and men in all areas and at all levels. It is a strategy aiming at integrating the interests and particular experience of women and men into the proposal, realization, monitoring and evaluation of policies and programmes in all political, economic and social areas, so that women and men would equally utilize the offered opportunities and inequality is eliminated. The ultimate goal is reaching gender equality”²². Apart from gender audit, gender mainstreaming tools also

²⁰ Definitions of concepts are based on Annex. 3 of the Strategy, unless otherwise indicated.

²¹ Inspired by: Špondrová, P., Hejzlarová, E., Walek, C., Čmolíková Cozlová, K. 2014. Handbook: Methodology of Evaluating Effects on the Equality of Women and Men for Materials Presented to the Government of the Czech Republic. Available at: http://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/Projekt_Optimalizace/Metodika-PO-OPONENTURE.pdf

²² European Commission. 2004. Handbook of the Equal, Gender Mainstreaming Association Initiative (Příručka programu Iniciativy Společenství Equal, Gender Mainstreaming). Prague: Ministry of Labour and Social Affairs (MPSV). Available at: http://www.equalcr.cz/files/clanky/198/GENDER_MAINSTREAMING_GUIDE.pdf

include gender budgeting and gender impact assessment (evaluating the impact of legislative and non-legislative materials presented to the Government of the Czech Republic, as well as other conceptual materials)²³.

Gender Sensitivity

Gender sensitivity is the “ability of an individual, institution, organization etc. to identify the existence of gender dimension in all areas of society”²⁴. The entity that identifies the gender dimension should contribute to its elimination.

3 Fundamental Audit Areas

Following chapters discuss the fundamental audit areas suitable for analysis and evaluation within gender audit. If the Audited Organization does not provide the auditors access to data/documents necessary for analyzing a particular area, the auditor will include this information in the Final Report.

The list of audit areas is not complete; the subject of gender equality can be found in other areas or processes. All areas need to be examined at two levels – institutional (formal process set-up) and individual (practical application of formal process set-up) and simultaneous reflection of the connection between both levels and their interaction.²⁵

Data analysis in the Audited Organization should provide information on the current state of the organization in the respective areas and subsequent recommendations to be implemented as means for the Audited Organization to come closer to the optimum state of gender sensitive organization.

The presented recommendation has to be duly and comprehensively justified in the Final Report (and at the final company management meeting) (see Chapter 4.3.1. Final Report). Mostly it has to be reflected from the point of view of gender, so that the possibility of causing an unexpected negative impact of the given measurement on gender equality, within the Audited Organization as well as in society in general (for more details see Gender Mainstreaming, Chapter 2.3. Associated Concepts).

²³For details see Špondrová, P., Hejzlarová, E., Walek, C., Čmolíková Cozlová, K. 2015. Methodology of Evaluating Effects on the Equality of Women and Men for Materials Presented to the Government of the Czech Republic (Metodika hodnocení dopadů na rovnost žen a mužů pro materiály předkládané vládě ČR). Prague: Office of the Government of the Czech Republic. Available at: http://www.vlada.cz/assets/ppov/rovne-prilezitosti-zen-a-muzu/Projekt_Optimalizace/Metodika-PO-OPONENTURE.pdf

²⁴Llorca, A. C., Valls, L. N., Llorente, N. M., Amado, P. G., Vincenti, A., Schreyörg, F. 2003. Good practices and gender audit: Tools for local policy. Barcelona: Gutenberg. Pp.83. Available at: http://www.diba.cat/documents/233376/233762/dones-descarrega-publicacions-olympia_en-pdf.pdf.

²⁵Pavlík, P. 2007. Gender Audit Methodology of the Regional Authority (Metodika genderového auditu krajského úřadu). Prague: Open Society Fund Praha Foundation. Pp. 12. Available at: <http://www.otevrenaspolecnost.cz/knihovna/otevrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-audit-u-krajsky-urad1.pdf>

3.1 Audit Areas

Objectives of Organization

- Mission, vision and strategic objectives of organization
- Specific targets in gender equality promotion

Institutional Safeguarding of Gender Equality Policy

- Environment – friendly, safe, motivating
- Zero tolerance of sexual harassment, bullying and discrimination

Work Environment Organization

HR Policy

- Recruitment
- Dismissal of employees
- Representation of women and men in the organization structure and diversity
- Career growth and employee circulation, employee substitutability
- Development and education
 - Adaptation processes (see management of maternity/parental leave)
 - Mentoring
- Fair remuneration
 - Reward transparency
 - Benefits – transparency and clear arrangement (information available to everybody)
 - Leave – fair distribution of holiday schedule
- Harmonizing work and personal life
 - Working hours
 - Flexible forms of work
 - Management of maternity/parental leave
 - Support of active paternity, incl. parental leave
 - Age management related to gender
 - Conditions (not only) for carers
 - Providing childcare (not only) for preschoolers
 - Commuting options
- Business trips and long term business trips

Corporate Culture

- Communication
 - In general – communication strategy, using gender neutral language, institutionally anchored control of language use, graphic materials
 - Internal – intranet (and its availability), directives (and other binding documents and way of spreading them), formal (communication rules e. g. in hierarchy) and informal (e. g. everyday communication and activities outside of work – networking, teambuilding,...)

- External communication and cooperation – website, advertising, participation in conferences and competitions (spreading good practice), communicating job vacancies,...
- Relationships – hierarchical (decision-making processes), team relationships (within the team, networking,...)
- Corporate Social Responsibility (CSR)²⁶
 - Cooperation with education facilities – Scholarships and support of nonstereotypical employment choices according to gender
 - Cooperation with NGOs
 - Sponsorship activities set-up
 - Volunteering of employees

3.2 Context of Organization Operation

Although the following areas are not audited as they usually cannot be affected directly by the organization where gender audit is executed, they need to be taken into account within the audit as they can have direct or indirect effect on the operation of the Audited Organization. For this reason it is necessary to include the information in the Final Report where possible (for details see 4.3.1. Final Report).

Organization Characteristics

- Type of organization
- Type of business operation
- Size (number and distribution of branches, number of employees)

External Context

- Laws and government regulations (in particular those concerning promoting gender equality),
- Activities and measures of supervisory authorities (opportunities and restrictions),
- Market situation (competition, number of graduates...),
- Social situation (demography,...)

²⁶ Vondráková M. (Ed.) Corporate Social Responsibility: Guidebook Not Only For Small and Medium-Size Businesses (Společenská odpovědnost firem: průvodce nejen pro malé a střední podniky). Praha Business Leaders Forum, 2008. Available at: http://www.csr-online.cz/wp-content/uploads/2012/11/BLF_Pruvodce_CSR.pdf.

4 Stages of Gender Audit Execution

4.1 Preparation

Before starting the gender audit execution in a given organization the necessary background needs to be prepared. The detailed description of the preparatory phase is provided later in this chapter.

4.1.1 Establishing Contact and Cooperation

Contact between the Auditing Organization (the Audit Team) and the Audited Organization (employer) can be established:

- By showing interest in gender audit to be executed in the organization;
- By an offer of the Auditing Organization to the employer to execute gender audit.

In both cases *the audit execution has to be supported by the management of the organization*, where the audit is supposed to take place. In this respect it is necessary to devote enough time to informing the organization management on the significance and progress of gender audit (for details see Annex No. 1), including the need to execute follow-up changes recommended based on the audit.

If both entities (i. e. the Auditing Organization and the organization interested in gender audit) reach an agreement on gender audit execution based on negotiation, such an agreement shall be executed in writing (as a part of the Gender Audit Execution Contract) and it should include a non-disclosure declaration of the executive team, among other things, including agreement on further handling of the data obtained throughout the audit.

4.1.2 Executive Team Formation

The Executive Team usually consists of the Audit Team; sometimes also of a support team (see below).

The Audit Team

The Audit team always consists of at least 2 persons.²⁷ The number of persons required for gender audit is based mostly on the size of the organization or on the audit deadline. There is no restriction on the maximum number of Audit Team member.

Audit Team Requirements

- At least one member of the Audit Team has provable experience, having executed a minimum of 3 gender audits of a corresponding type, exceptionally provable experience in organization operation corresponding to the type of the Audited Organization²⁸;
- Every member of the Audit Team has completed education (at least Bachelor's degree) *and* three years proven experience in the field of Gender Equality and/or Gender

²⁷ The reason is the need for more aspects of the implementation of the audit and the possibility of providing mutual feedback between auditors.

²⁸ Applies mostly to cases when the type of organization in question has not been audited yet or the number of organization of such type is small (e. g. state administration).

relations²⁹ or they have completed education (at least Bachelor's degree) and they have proven publishing experience in the field of Gender Equality and/or Gender relations.³⁰

Audit Team Manager Requirements

One person in the Audit Team is always assigned as **the Audit Team Manager**³¹. This person shall:

- Have completed education of the minimum of a Master's degree
- Have provable experience, having executed at least 3 gender audits;

Responsibility according to the positions in the Audit Team

The members of the audit team will have different responsibilities which are connected with each activity to realize gender audit.

The Audit Team Manager is mostly responsible for:

- High level of audit execution;
- Communication throughout the gender audit towards the organization supervising the gender audit;
- Communication throughout the gender audit towards the Audited Organization;
- Coordinating the activities of the Audit Team (by means of regular meetings) and schedule adherence (approved by all participating parties – Audited Organization representative, audit organization representative, Audit Team);
- Gender audit execution – Data collection and analysis, drafting Final Report, presenting the audit results to the organization management, etc.

Other members of the Audit Team usually:

- Execute gender audit – collect and analyze data, form recommendations of changes within the Audited Organization, present audit results to the organization management, draft the Final Report, etc.
- Participate in regular meetings.

Support Team

The so-called Support Team can be formed if necessary; this team is responsible in particular for audit administration. Administration includes activities such as data storage, interview transcription, drafting contracts/agreements with the Audited Organization etc. The Support Team can consist of one or more persons, depending on the size and type of the Audited Organization. Considering the tasks, a minimum expertise is not specified. The operation of the Support Team is usually supervised by the Audit Team Manager.

²⁹ Experience in the field means participation in realized projects, training courses, or other activities from which it is possible to find out professional skills of the person.

³⁰ Publishing experience means specialized professional publications (scholarly monographs, contributions in collective scholarly monographs, articles published in academic journals, published research data, etc.) or popular science literature.

³¹The Audit Team Manager can assign one member of the Audit Team as his/her deputy if necessary. The deputy shall meet the requirements of the Audit Team Manager.

4.1.3 Schedule

Before entering the organization, the Audit Team should prepare the audit schedule including the time required for individual activities (e. g. generally the time of operation in the employer's workplace).³² The schedule should also be consulted with the management of the organization before the start of the audit, for instance for the following reasons: opportunity for the Employer to assign the required Employees for audit participation, possibility to ensure safe operation of the Audit Team in the workplace etc.

4.1.4 Collection of Publicly Available Documents

Before entering the Audited Organization, some information necessary for audit execution can be obtained from publicly available sources. The readiness of the Audit Team will be enhanced and this information can also establish the basic direction and aim when collecting the documents. Documents to be collected for a subsequent analysis are specified in detail in Chapter 4.2.1. Data Collection.

4.1.5 Data Classification and Storage

The data obtained throughout the audit need to be classified and potentially store. Storage is usually performed solely for the time of audit execution (data handling is always specified in detail in the Contract concluded with the Audited Organization). Classification enables better orientation in the obtained materials as well as better structuring of the Audit progress. At the same time information such as communication with the Audited Organization, Executive Team meetings reports and others should be stored as well.³³ The data can be stored in paper or electronic form. However, they should be placed so that they are accessible to all members of the Executive Team.

4.2 Execution

After the preparatory phase the Gender Audit is executed. This stage starts by collection of data that are continuously/consequently analyzed by the Audit Team. The Gender Audit execution itself proceeds in compliance with a predefined schedule approved by the Executive Team and the Audited Organization management (see Chapter 4.1.3

³² Pavlík, P. 2007. Gender Audit Methodology of the Council (Metodika genderového auditu městského/obecního úřadu). Prague: Open Society Fund Praha Foundation. <http://www.otevrenaspolecnost.cz/knihovna/otevrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-audit-u-obecni-urad.pdf>

³³Based on: Pavlík, P. 2007. Gender Audit Methodology of the Council (Metodika genderového auditu městského/obecního úřadu). Prague: Open Society Fund Praha Foundation. <http://www.otevrenaspolecnost.cz/knihovna/otevrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-audit-u-obecni-urad.pdf>

Schedule). The reason for complying with the schedule is to ensure smooth running of the Audit with the shortest possible stay in the Audited Organization, which will ensure continuous work of the employees.

4.2.1 Data Collection

Collection of publicly available data can be executed before entering the Organization (see Chapter 4.1.4. Collection of Publicly Available Documents). The selection of particular data collection methods has to be adjusted to the Audited Organization (its type, size, willingness to provide data etc.). Document collection is performed every time. The data necessary for Gender Audit execution can be obtained through the following types of data collection:

A. Documents

Document collection is one of the fundamental types of data collection. Below is a list of documents data can be drawn from for consequent analysis.

a) Internal documents:

- Vision, Mission, Strategy and Objectives of Organization;
- CSR Conception;
- HR³⁴, business, marketing, communication and other relevant strategies;
- Internal regulations, rules and directives – working regulations, internal salary policy (aggregate salary tables) and benefits, code of conduct, collective agreement, dress-code rules, organizational structure and job positions evaluation;
- Statistics with regard to the gender and age of the employees: data on employee turnover, salaries/wages and rewards, benefits, job positions, work load type, career growth, training and other education, number of persons on maternity/parental leave, persons with children under 15 years of age, mentoring, job interview results, business trips and long term business trips and others;
- Intranet;
- Documentation of job interviews and exit interviews;
- Conception of activities outside of work (teambuilding etc.);
- Presentation and relevant training materials;
- Outputs of potential personal and other social audits;
- And other relevant documents (e. g. information brochures for employees etc.).

b) Public Documents:

- Organization website;
- Press releases and annual reports; Leaflets;
- Organization presentation at conferences and other events;
- Media/Advertising promotion of the Organization;
- And others.

³⁴Offer of flexible measures, education, human resources control and development plan, internal employee reward system, career growth, personal stabilization (coming back after maternity/parental leave).

B. Interviews

Based on the preliminary data analysis (see Chapter 4.2.2. Data Analysis) the following phase of key participant interviews can start. The objective of the interviews is to complete information obtained from the documents or to verify whether the policy declared in the particular documents is practically implemented in day-to-day operation. At the same time other needs, issues and satisfaction of employees in the particular areas can be found. Based on these findings it is possible to propose amendments to the particular measures and their incorporation in the internal documents. To find out information required for audit execution, the interviews need to be prepared beforehand, i. e. a list of questions shall be compiled (according to a given type of interview) based on the prior analysed data and in relation to the respective audited areas.

As a general rule, the interviews create a space for an open discussion and explanation (e. g. when questions are misunderstood), as well as a space for the interviewees to describe the reality themselves. Based on the type of the interview, it can be adjusted to the current situation. The interviews can also open a space for completely new and current questions, different from those prepared by the auditor. Among other things, the interviews themselves can be a very significant support mechanism for the interviewed persons, in particular when solving a current problem, as they can provide support and motivation to the interviewed persons. Empathy from the auditor is necessary here.³⁵

Another crucial aspect is the selection of the persons with whom contact is established during the audit and the manner of such contact (interview types, questionnaires). The need of representative selection of interviewed persons thus arises out of sociological methods for the purpose of representing the views of persons from different groups (i. e. groups with various life experience). The minimum elements of the interviewees that need to be reflected are their gender³⁶ and position (managers and regular employees), but also age and other data with informational value for the audit. It is also necessary to include persons who are currently not direct participants in the Audited Organization – persons on maternity/parental leave, retired employees, cooperating entities, former employees. Apart from the information on institutional aspects of promoting equal equality policy it is also important to find out the personal approach and gender views, as they are inherently connected with the potential success of promoting any kind of policy.

Types of interviews recommended for gender audit execution:

- a) Semi-structured interviews
- b) In-depth Interviews
- c) Focus groups
- d) Telephone calls (e. g. persons on maternity leave, former employees)
- e) Customer/Client survey (perception of the Organization in the area of gender equality)

C. Questionnaire Survey

Questionnaire survey realization is not an essential gender audit constituent. However, it is suitable to consider the significance of this type of data collection, with regard to the size, type and other characteristics of the Audited Organization. The questionnaire survey can provide broader findings about the gender equality state (and its perception by

³⁵ Based on: Reinharz, S. 1992. Feminist methods in social research. New York: Oxford University Press. Pp.18-45 (Feminist Interview Research).

³⁶ Due to the probable differences in life experience related to gender, resulting from the gender stereotypes mentioned above.

the employees) throughout the organization, as it affects wider circle of interviewed persons. It is easier to distribute, and thus include for instance a network of organization branches located all over the territory of the Czech Republic, without the need to visit them all (or their representative sample) in person. The questionnaire survey can be presented in the form of online or paper questionnaires (or a combination for easier accessibility by all levels of the organization). The advantage of both types of questionnaire distribution is the possibility to ensure anonymity of employees. The questionnaire survey should serve as complementary interviews, not as primary data collection.

D. Observation

Entering the organization represents an opportunity for the Audit Team to gain certain level of awareness about the context in which fundamental strategic documents concerning the working conditions of at least a part of the employees of the organization are compiled. Even though organization observation is not a primary data source for the gender audit, the auditor should use the opportunity to observe in order to complete the information obtained from the documents, interviews and questionnaires.

If the Audit Team studies the working environment in more detail, the observation technique becomes an obvious part of the analysis. The auditor notices job allocations in the respective offices and the whole premises of the organization and analyses them from a gender point of view. In the same way he/she observes and analyses the facilities and layout of the work environment with potential gender connotations.

4.2.2 Data Analysis

After the required data collection (for details see Chapter 4.1.4. Collection of Publicly Available Documents and 4.2.1. Data Collection) these data are analysed. There are more possible ways of data analysis. For the needs of gender audit, it is recommended to use content analysis, which provides information about operation and structure of an organization mostly at the general level. It covers information such as: objectives of the Audited Organization, institutional safeguarding of gender equality, how communication is handled within the organization, what is the reward policy of the organization, etc.³⁷

A specific approach of content analysis is the critical discourse analysis, as an “approach revealing ideological background of a given discourse based on language analysis (...) focuses also on social, cultural and political context, namely power inequality based on race, gender, age or class”³⁸. The goal of this detailed type of analysis is to find out through analytical categories:³⁹

³⁷ Pavlík, P. 2007. Gender Audit Methodology of the Regional Authority (Metodika genderového auditu krajského úřadu). Prague: Open Society Fund Praha Foundation. Available at: <http://www.otvrenaspolecnost.cz/knihovna/otvrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-audit-u-krajsky-urad1.pdf>

³⁸ Miessler, J. 2008. “Critical Discourse Analysis (CDA) and Great Amount of Mass Media Texts” (“Kritická diskurzivní analýza (CDA) a velké množství masmediálních textů”). In Media and Text II (Média a text II). Prešov: Faculty of Arts of Prešov University in Prešov (Filosofická fakulta Prešovskej univerzity v Prešově). Available at: http://www.google.cz/url?sa=t&rct=j&q=&esrc=s&frm=1&source=web&cd=2&ved=0CCgQFjAB&url=http%3A%2F%2Fwww.pulib.sk%2Felpub2%2FFF%2FBocak1%2Fpdf_doc%2Fmiessler.pdf&ei=8OtVVeTXKciZsgHH7oGgAw&usq=AFQjCNEt1DuewOpgojTkSfePamSaz0eZig&bvm=bv.93564037,d.bGg

³⁹ These can include gender, gender equality, power and others.

- Context of analyzed materials (or their parts related to gender equality) – author and purpose;
- Apparent as well as concealed significance of texts in connection with gender equality;
- Presence or absence of particular information in existing documents;
- Missing documents required for promoting gender equality;
- Information on the general organization status in the area of gender equality, while simultaneously identifying potential differences between information declared in analyzed documents and the reality;
- Information on the organization status in the respective areas of gender equality (for details see Chapter 3 Fundamental Audit Areas), while simultaneously identifying potential differences between information declared in analyzed documents and the reality.

This kind of analysis leads to finding gender as well as power inequalities, based on which a list of recommendations in the area of gender equality can be compiled and presented to the Audited Organization after audit execution and incorporated into the Final Report (for details see Chapter 4.3.1.Final Report) or into the Action Plan (for details see Chapter 4.3.3.Action Plan).

4.3 Final Stage

4.3.1 Final Report

The Final Report is always compiled after the gender audit execution and is presented to the Audited Organization as the basic output. Its goal is to sum up the substantial information resulting from the gender audit. The scope and extent of the information are not set in advance, as they differ for respective Audited Organizations. However, it is understood the Report should be transparent and concise and serve the readers as a facile instruction tool for further steps. The Report should be written in a positive manner, i. e. presenting a body of opportunities for changes, rather than as a list of drawbacks.⁴⁰

The Final Report always describes the assignment for the gender audit execution and its fulfillment, as well as the complex process of gender audit execution, including information on the chosen methods, activities or events that could have affect its course in some way. The Final Report is a fundamental output of gender audit for the Audited Organization as it summarizes the findings of the audit and at the same time it educates the organization in the area of gender equality and recommends remedial measures to improve the current situation in this area.

The Final Report is drafted by the Audit Team according to a pre-agreed procedure. Each Audit Team member should have the opportunity to present comments to the draft of the Report. The Final Report template that can be visually modified as necessary is a part of Annex No. 2 of these Standards.

4.3.2 Presenting Outputs to Audited Organization

After the Final Report completion, the Audit Team will arrange a meeting with the management of the Audited Organization or with its authorized representative (the date

⁴⁰ Pavlík, P. 2007. Gender Audit Methodology of the Regional Authority (Metodika genderového auditu krajského úřadu). Prague: Open Society Fund Praha Foundation. <http://www.otevrenaspolecnost.cz/knihovna/otevrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-audit-u-krajsky-urad1.pdf>

of the meeting can be arranged during the audit schedule arrangement in its preparatory stage). After consulting with the management, the employees who participated in the gender audit as respondents can also attend the meeting and get informed about the audit results (as a form of feedback of their participation in the audit execution). However, it is recommended to arrange a separate meeting for the respondents and other employees to maintain anonymity of the interviewed persons in relation to the Organization management.

The Audit Team will prepare a presentation for the meeting with the management, in which the person authorized by the Audit Team (usually the Audit Team Manager) shall summarize the following for the Audited Organization management:

- Audit assignment and its fulfilment;
- Progress of gender audit – number of persons participating in the audit (Audit Team and employees of the Audited Organization), number of performed interviews, body of analyzed documents, non/compliance with the schedule and reasons, cooperation with the authorized person of the Audited Organization, etc.;
- Gender audit results – summarizing the conclusions of the gender audit, recommendations for changes, etc.;
- Proposal of gender audit results presentation form by the management to all employees of the Organization – e. g. summary of the audit results on the Organization intranet including information on granted certificate, internal release of the company management obligations to remedy any found deficiencies (i. e. releasing the Action Plan if adopted by the management), holding an informative seminar for the employees focused on the project results etc.;
- The necessity of gender equality in the workplace (repeating the information from the introductory meeting on advantages of gender equality for both employers and employees);
- Further cooperation proposal (not required).

At this meeting the management of the organization is presented a certificate on audit completion.

4.3.3 Action Plan

The Action Plan is compiled *beyond* gender audit. It can be formed before or after the final meeting with the management of the organization (for details see Chapter 4.3.2. Presenting Outputs to Audited Organization). Its formation and commitment to it by the management of the organization is highly recommended, as it creates space for implementation of proposed recommendations for changes contained in the Final Report into practice. The content of the Action Plan should thus include at least “measurements in the area of institutional and personnel safeguarding, in the area of education, gender perspective and gender mainstreaming integration into the processes and activities”⁴¹ of the Audited Organization.

Formally the Action Plan should always include the setting of particular targets within a pre-set time frame, specification of responsibility for these tasks, quantification of the projected

⁴¹ Pavlík, P. 2007. Gender Audit Methodology of the Regional Authority (Metodika genderového auditu krajského úřadu). Prague: Open Society Fund Praha Foundation. Pp. 25. Available at: <http://www.otevrenaspolecnost.cz/knihovna/otevrenka/prosazovani-genderove-rovnosti/metodika-genderoveho-audit-u-krajsky-urad1.pdf>

financial costs and definition of indicators for the possibility of a follow-up check of the task fulfilment etc. The Action Plan template that can be visually modified as necessary forms Annex No. 3 hereto.

When creating the Action Plan it is necessary to pay attention to suitable distribution of the proposed activities, as far as their fulfilment within the schedule. Whereas certain activities can be realized almost immediately, the execution of others is only possible in the longer term. Therefore it is not desirable to fill the schedule with activities and targets the Audited Organization will not be able to keep up with.

The Action Plan is formed in cooperation with the Audited Organization. The aim of the cooperation is the acceptance of the set targets by the management (and therefore their real support) as well as the possibility to integrate the adopted targets into a potential existing action plan of a particular organization.

5 Criteria of Gender Audit Fulfilment

An audit is considered to have been well-performed if:

- It was executed by provably competent persons throughout the whole audit process (for details see Chapter 4.1.2 Executive Team Formation);
- Where all audit areas defined in Chapter 3.Fundamental Audit Areas have been audited. In the event not all areas specified above have been audited, it is necessary to provide a legitimate justification in the Final Report (e. g. data not provided by the employer or other serious obstacles);
- Where the following minimum is performed:
 - Collection and analysis of necessary documents (see Documents):
 - 1 introductory meeting with the Audited Organization management
 - 2 negotiations with managers (semi-structured)
 - 2 focus groups (or more depending on the size of the organization)⁴²
 - 4 individual in depth interviews AND / OR
1 questionnaire survey with maximum possible questionnaire return rate
 - 1 presentation of results at the final meeting with the company management – assessment of gender audit execution, possibilities of implementing recommendations into the Action Plan of the company (or an agreement to form a special Action Plan for gender equality), etc.;
- The *Final Report* has been compiled (see Annex No. 2 – Audit Report Structure) including proposals and recommendations for changes provably resulting in improved gender sensitivity of the organization as well as in promoting gender equality in the organization (or company).

⁴²It is recommended to include parents on maternity/paternal leave in these discussions.

6 Research Ethics

In the course of gender audit execution it is necessary to comply with principles of ethical research, including: protecting privacy of persons participating in the research, confidentiality, transparency and others.

Guaranteed anonymity of persons participating in the group or individual interviews or questionnaire survey, which is included in the Gender Audit Execution Contract between the Audited Organization and the Audit Team. Documentation of interview performance (individual or group ones) if the audit execution is funded from operational, subsidiary or another programme; can take the form of presenting interview transcription, brief records or field notes that will be anonymized.⁴³

⁴³ Notes from the interview contain also the following information: Duration of interview, type of interview (group, individual), position of the interviewed person: manager/regular employee, gender of the interviewed person.

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In the preparation of the Standards participated experts from committees and working groups of the Council as well as experts in the area of gender and with experience in the field of executing gender or similar types of social audits. In the preparation of the Standards specifically participated representatives from following organizations: Aperio – Společnost pro zdravé rodičovství; Asista, s.r.o.; Centrum Kašpar, o. s.; C2C Solutions Group, s.r.o.; Gender consulting, s.r.o.; Gender studies, o.p.s.; Genderová expertní komora ČR; Ministerstvo práce a sociálních věcí; Ministerstvo vnitra; NKC – Ženy a věda; Otevřená společnost, o.p.s.; Síť mateřských center, o.s.; Sociologický ústav AV ČR; 6 sense, s.r.o.

8 Annexes

Annex No. 1 REASONS FOR GENDER AUDIT EXECUTION (Information for Employers)

What Is Gender Audit?

Gender audit is a type of social audit and its realization provides an organization with preliminary information on the situation concerning gender equality as well as recommendations for further steps in gender equality implementation.

Gender audit execution entails analyses of internal organization processes and organization structure from a gender point of view. In other words, it monitors the way of acting towards both female and male employees in relation to their gender and the anticipated social roles and the effect of potentially different perspective on their positions, development opportunities, rewards and other aspects. Critical areas and barriers are identified. Progress is monitored and assessed, wide range recommendations concerning improvements in organization processes in the area of gender equality are presented (e. g. harmonizing work and family life, non-discriminating recruitment, workplace sexual harassment prevention etc.).

The auditors' attention is mostly focused on the internal environment of the organization; however, monitoring of the outside impact of its activities is not neglected either.

Who Is Gender Audit For?

Gender audit is aimed at all employers⁴⁴ who:

- Wish to provide their employees with high-quality background and pleasant working environment;
- Wish to be sure they are complying with the effective legislation in relation to treating their employees, in particular the Anti-Discrimination Act (No.198/2009 Coll.)and associated legislation⁴⁵;
- Wish to increase motivation, performance and efficiency of work carried out by their employees;
- Wish to improve their position for recruiting high-quality employees and cut down recruiting costs at the same time;
- Wish to increase long-term profit of their organization;
- Wish to improve the good name of their organization.

⁴⁴Gender audit can be implemented in all types of organizations, regardless of their size, orientation, sector type (public, private) and others.

⁴⁵ The Constitution of the Czech Republic (Act No. 1/1993 Coll.), The Charter of Fundamental Rights and Basic Freedoms (Act No. 2/1993 Coll.), the Labour Code (Act No.262/2006 Coll.) and others.

How Is Gender Audit Executed?

The execution of gender audit is based on the demand of the organization to be audited. Before audit realization a Gender Audit Execution Contract is concluded with the organization specifying the handling the data obtained by the Audit Team during execution, among other things. The time of audit realization depends on the size and type of the Audited Organization; however, the process usually takes between 1 and 3 months.

At the beginning of the audit execution the Audit Team will meet the Organization management. The objective of this meeting will be to firm up the plan and schedule of the audit (i. e. expected deadlines for the particular audit activities, such as deadline for carrying out interviews with employees on site), the areas of gender audit execution and others. The Organization management will assign a contact person who will provide support to the Audit Team and provide them with required materials, contacts of employees to be interviewed etc.

It is recommended that the gender audit is repeated every 3 years to assess the progress in achieving the respective targets.

! Gender audit is an evaluation of the present situation within the organization and its mere execution without taking specific related measures is insufficient.

What Are the Outputs of Gender Audit?

- **Final Audit Report** which describes the assignment of gender audit realization and the manner of its fulfilment. Another integral and significant part is constituted by a summary of audit results including recommendations for changes in the respective audited areas.
- **Final meeting** with the management of your organization where the Audit Team will present the Final Audit Report.
- A **Certificate** of gender audit completion.
- **Opportunity to enter into cooperation with the audit organization**, e. g. drafting an action plan with objectives following the recommendations arisen out of the gender audit.

Why Implement Gender Audits?

- The employment rate of women in the Czech Republic reaches only 61.8% (and 78.1% for men).⁴⁶ **If the current demographic trend continues, in 2040 the Czech economy might experience a shortage of up to 550 thousand working people.** An increase in the women's employment rate could contribute to dealing with this threat.⁴⁷
- An increase in the low employment rate of women aged 20–40 in the labour market by 10 percentage points can result in **decreasing the PAYG pension system deficit by more than CZK 10 billion per year**, which represents over one third of the annual deficit in the following 20–30 years.⁴⁸
- Women have greater purchasing power than men. **In the Czech Republic women make decisions about purchases exceeding the decisions of men by CZK 9 billion each month. Companies might gain a competitive advantage by understanding their female customers.**⁴⁹
- **Women** represent a half of the whole group **of potential talents.** Companies should strive to recruit the best talents, regardless of gender. Change cannot be reached by single measures but by a systematic approach implemented by a gender audit, for instance.⁵⁰
- **Diversified teams are more efficient.** A correlation (not direct relationship) has been proved between considerably higher organization efficiency and a higher ratio of women in its management committee when reaching a threshold of 3 women out of 10 persons.⁵¹
- **The loss of an employee** and recruiting/training of a new employee is quite costly for an organization, including the costs related to lower productivity immediately after taking up their position. Gender audit provides tools for decreasing employee turnover.⁵²

⁴⁶For more information see: CSO.Rates of employment, unemployment and economic activity - February 2015. ("Míry zaměstnanosti, nezaměstnanosti a ekonomické aktivity - únor 2015.") <https://www.czso.cz/csu/czso/cri/miry-zamestnanosti-nezamestnanosti-a-ekonomicke-aktivity-unor-2015-1viwzidofb>

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⁵⁰ Source:McKinsey & Company.Using the Full Potential of Women in Czech Economy (Využití plného potenciálu žen v české ekonomice).2012. p. 6. http://www.flexipraca.sk/public/files/download/women_matter_cj.pdf

⁵¹ Source:McKinsey & Company. Women Matter: Gender diversity, a corporate performance driver. 2007. p. 12. http://www.mckinsey.com/~media/McKinsey/dotcom/client_service/Organization/PDFs/Women_matter_oct2007_english.ashx

⁵² For more information see: Gender studies. Costs and Profits of Equal Opportunities for Women and Men (Náklady a zisky rovných příležitostí pro ženy a muže).Text Collection. 2012. p.6. http://aa.ecn.cz/img_upload/8b47a03bf445e4c3031ce326c68558ae/naz-rp_web_04.pdf

**Annex No. 2 GENDER AUDIT REPORT
TEMPLATE**

Assigning Organization: **Organization name**

Organization executing gender audit: **Organization name**

Audit Team: **Names of persons including their responsibilities**

Methodology used: **Name of methodology used for gender audit execution**

Project name: **if audit execution is covered from an operational, subsidy or another programme**

Concise information on the organization executing gender audit:

Acknowledgements: **persons participating in gender audit**

Concise information on the audited organization: **see the Organization Operation Context (Gender Audit Standards)**

Gender Audit Progress Summary:

Reasons for Audit Execution: **Summary of the gender audit assignment**

Audit execution period: **including the schedule of individual phases execution (see Gender Audit Standards)**

Audit execution location: **Headquarters or specific branches of the organization**

Audited areas: **List of areas including justification of the decision not to include particular areas into the audit**

Methods used: **Description of the used methods of data collection and analysis**

Analysed documents: **List of documents analysed for the needs of the audit**

Persons participating in the audit: **Anonymous according to the company hierarchy as well as at the horizontal level (with the information about which audit stage they participated in) or a particular person authorized to mediate information. Reasons for the selection of these persons.**

General Audit Findings: **Information summary**

Gender Audit Output Summary:

According to the respective areas (see Gender Audit Standards):

For each area:

- Brief information on the significance of the area for gender equality within the organization
- Evaluation of the area including comments concerning potential impact of the organization's activities on gender equality
- Recommendations for changes including explanation

Annexes:

Gender Audit Significance **(see Annex No.1 Gender Audit Significance – Information for Employers)**

Questionnaires Evaluation **(if they were carried out)**

Good Practice Examples

Action Plan **(if the audited organization wishes the plan to be drafted – it is not an integral part of the gender audit)**

**Annex No. 3 ACTION PLAN
For Achieving Gender Equality in Organization XY**

TEMPLATE

Objective 1: To increase the ratio of women in the organization management

	Activity	Deadline	Responsibility	Funding source	Costs (CZK)	Indicators
1.1	<i>Straighten representation of women and men in management</i>	<i>01/2020</i>	<i>HR Department</i>	<i>No costs</i>	<i>0</i>	<i>The ratio of women in management is above 40%</i>
1.1.1.	<i>Motivate female employees to enter management</i>	<i>01/2020</i>	<i>Managers</i>	<i>No costs</i>	<i>0</i>	<i>Managers KPI – number of women promoted to open positions is higher than the number of promoted men</i>
1.2.	<i>Educate HR managers and other managers in gender equality</i>	<i>01/2020</i>	<i>HR Department Managers</i>	<i>Budget for employees education</i>	<i>x</i>	<i>The number of trained persons is x.</i>

The Action Plan Template is aimed for use mostly in audited organizations where no other action plans have been implemented or where it is suitable to emphasize the topic of gender equality separately.