



# **Women Empowerment Principles: National Gender Equality Index in Albanian Companies**

## **2017 Report of Findings**

**June 2017**

## Executive Summary

The Headhunter Group is pleased to announce and publish the findings of the Women Empowerment Principles: National Gender Equality Index in Albanian Companies.

When first initiating this idea, there were many naysayers claiming that the Albanian private sector would not bother to participate. They claimed that the Albanian public would not care. Thanks to our own convictions on the right to employment and equal treatment in the work place for citizens of both genders, we progressed and we are firm in our conviction that all Albanian citizens—regardless of the gender—have something to contribute to the country and they have equal right to employment and career progress.

The results surprised even us: a total of 52 companies participated in the first annual process and some actually demonstrated concrete policies and measures in place to protect the gender equality rights and uphold the empowerment of women job-seekers and employees. This first year's awardees will be announced at the awards ceremony to be held in September 2017.

These awardees have committed to undertake concrete measures for embracing and promoting gender equality and women empowerment. They set an admirable example for other employers in the country to follow. They also recognize that upholding the rights of any group benefits all of society. We are humbled that they agreed to participate in our Index and we are inspired by their commitment.

### ***Key Findings and Recommendations:***

While The Headhunter Group was pleased at the enthusiastic response to participating in the rating process, the results show that Albanian companies have not very much in the way of human resource policies and practices to ensure gender equality and protect and uphold the rights, the dignity, the development, the leadership and empowerment, the wellbeing of women job-seekers and employees, as well as support women entrepreneurship. Unfortunately, these findings do not come as a surprise to us. A considerable number of those which do include some policies and practices do not specifically extend them to gender equality and women empowerment.

But a significant number of these companies, even though they do not mention or specify in their policies, effectively offer equal opportunities of training and development to both men and women, ensure high participation of women in strategic executive boards and leadership roles and have a high percentage of women holding senior management positions in the Company. Also, many of the businesses participating in the index include gender equality and women empowerment in their Code of Ethics and have in place practices related to maternity, family and child care leaves, recruitment, specifically interview questionnaires, health and safety and marketing.

Most of businesses interviewed for this rating process mention their willingness to upgrade and improve their HR management policies and procedures to be more inclusive, accessible and secure to woman candidates and employees; promote publically gender equality and women empowerment through management public statements and reports, corporate social responsibility

activities, etc; sign the Woman Empowerment Principles document; participate in a working group to discuss emerging best practices and experience in terms of women's inclusion and gender equality and expand business relationships with women-owned businesses.

The Headhunter Group sees both a tremendous need and demand for trainings on workplace on gender equality for companies in Albania, as well as standardized policies and practices which companies can adapt and adopt.

### The 2017 Rated Companies

Following the in-depth process conducted in May and June, Headhunter Group Ltd tabulated the results for each of the 52 companies which participated and the top five companies achieved a rating.

#### Interpretation of the Ratings:

Each answer receives a fixed number of points, and the points are totaled for a total score. The Ranking is divided into 4 categories: **gold**, **silver**, **bronze**, and **non-rated**. Gold is the highest ranking allocated to companies with outstanding performance, support and inclusion of women in the workforce specifically, and gender equality and women empowerment in their policies and practices.

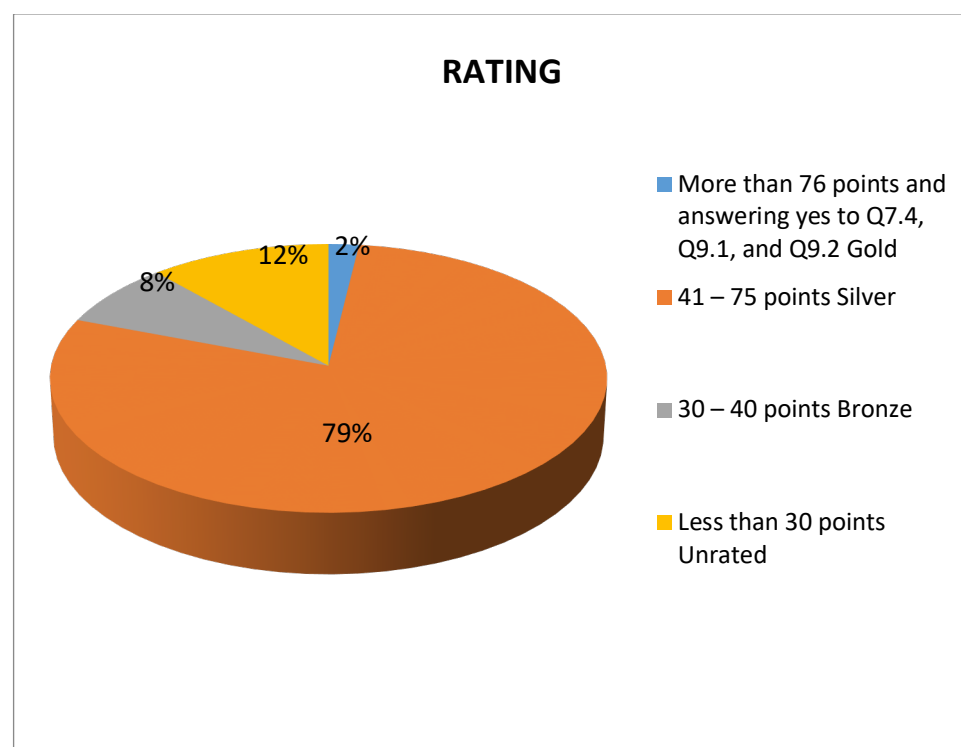
Only companies which specifically mention awareness and responsibility for support, development and career advancement, protection for the rights and dignity of women job seekers and employees in their human resource policies and practices, as well as CRS principles, can reach Gold level. Rankings are provided using 4 tiers:

- **Gold:** refers to companies which specifically mention protection for the rights and empowerment of women job seekers and employees in their work principles and policies. They will have a demonstrated track record of promoting equality and dignity for women job seekers and employees through their actions and employee relations. These companies develop and implement policies and practices based on Woman Empowerment Principles, CRS activities such as donations and sponsorships including human rights and specifically support for women and/or girls-focused projects, organizations, and/or events; have a program that is supportive and/or innovative in terms of women's inclusion and equality, demonstrate significant company's efforts to promote inclusion and gender equality and also demonstrate compliance with the Albanian law on non-discrimination.
- **Silver:** refers to companies which have policies and practices to protect the dignity of women job seekers and employees, but may not have a demonstrated track record of actions to do so. Their policies mention gender equality and/or women specifically. These companies demonstrate compliance with the Albanian law on non-discrimination.
- **Bronze:** refers to companies with general policies on protection of rights and dignity for employees, but without specific mention to women job seekers and employees. These companies demonstrate compliance with the Albanian law on non-discrimination.

- **Non-rated:** All other companies and employers will be considered as non-rated. These companies lack policies and practices to protect the rights and dignity of women job seekers and employees. These companies do not show compliance with the Albanian law on non-discrimination. This Ranking is intended to provide encouragements to participants and provide the opportunity to the Headhunter Group to offer its services in terms of technical assistance, advice and training.

The rating of the Women Empowerment Principles: National Gender Equality Index is the following:

RATING		
Criteria	Rate	Number of companies
More than 76 points and answering yes to Q7.4, Q9.1, and Q9.2	Gold	1
41 – 75 points	Silver	41
30 – 40 points	Bronze	4
Less than 30 points	Unrated	6



The only company rated in **GOLD** category is **Marketing & Distribution ltd.** one of the top companies of the most prestigious FMCG brands distribution, operating all over Albanian

territory with 343 employees, which specifically mentions protection for the rights and empowerment of women job seekers and employees in its daily work principles and policies. The Code of Ethics and internal work regulations and practices are developed and implemented based on Woman Empowerment Principles and the track record promotes equality and dignity for women job seekers and employees through actions such as: high number of women in executive positions (including sole owner and GM), high rate of hiring women also in field positions, events and motivating activities organized for women employees, facilities to offered to women such as; guarantee that women employees aren't overloaded and not work out of the regular working hours, personalized transport according to their house's location, fuel compensation for those women employees who come at work with their own cars for family reasons, etc. Also, in the area of CRS activities such as donations and sponsorships including human rights and specifically support for women, among many contributions of this nature, M&D has supported with a significant donation to the wives and children of the policemen who died in the duty. The HR Manager of M&D has been trained and implemented the Employer's Manual of Non-Discrimination, ensuring compliance with the Albanian law on non-discrimination.

#### **About the Women Empowerment Principles: National Gender Equality Index**

The Women Empowerment Principles: National Gender Equality Index is the first of its kind in Albania. ***The National Gender Equality Index is a ranking system to determine how well companies respect the rights and inclusion of women in their hiring, training, development, and general work practices.*** In addition, it rates their compliance with local labor laws on the topic.

UNWomen Albania Program chose The Headhunter Group, the largest recruitment and human resource company in Albania, and one of the largest in the Balkans, for launching such an Index. There is an intrinsic commitment from both actors to see equal employment, treatment and development opportunities extended to both genders. The Headhunter Group is also well-placed to perform such an Index, as it has the credibility within the private sector to act as a judge of human resource policies.

It would be very useful that each year, UNWomen Albania Program and the Headhunter Group repeat the Index and present awards to the companies which have been exemplary in protecting the rights of women and upholding the equality of women and men among job-seekers and employees.

Women Empowerment Principles: National Gender Equality Index measures the policies and practices of companies operating in Albania towards women job-seekers and employees. The Headhunter Group staff interviews directors and verifies policies and practices of mainly Albanian but also international companies.

The Women Empowerment Principles: National Gender Equality Index is an important expression of The Headhunter Group's corporate social responsibility efforts. The Headhunter Group is active in supporting a number of issues related to employment for youth, women and girls, and minorities. In 2015, it founded RINI Albania to carry out charitable activities in favor of youth employment and workplace diversity.

The Women Empowerment Principles: National Gender Equality Index was performed by a team of experts in the Human Resources and Humanistic fields, within the Headhunter Group. In addition to its core consulting services, the Group has conducted a number of activities for minorities-focused projects and organizations, including LGBTIQ Equality Index, Antidiscrimination Law awareness workshops for job-seekers, employees and employers, and Employer's Antidiscrimination Manual implementation, etc.

## **Methodology**

The Headhunter Group has designed a methodical and verifiable process of rating the companies according to the Index.

### ***Company Selection and Self-Selection***

Participation in the Women Empowerment Principles: National Gender Equality Index is entirely voluntary. The Headhunter Group invites to participate mainly Albanian companies which have a developed organizational framework and structure, and/or more than 50 employees and/or operate all over the Albanian territory. The Headhunter also invited in the survey the 11 Companies which have already signed the Woman Empowerment Principles document, out of which, 10 participated willingly. It should be noted that all statements in this report should recognize that they are based on a voluntary participation and might be not representative of the Albanian private sector as a whole, however, the selection criteria for the participation in the survey brings the results closer to the majority of Albanian owned companies.

### ***On-Site Rating Process***

Expert staff from The Headhunter Group uses a standardized questionnaire for each company to be rated and conduct an on-site interview with the Human Resources Department Manager/Director, or other qualified staff person. The Headhunter Group staff verifies each answer on site as well, verifying policies and procedures whenever placed at disposal.

### ***Rating Issuance***

Upon completing the interview and returning to The Headhunter Group offices, the staff then tabulates the scores for each answer and issue a rating based upon a pre-determined scale. The results for each company are transparent, verifiable, and auditable.

The Headhunter Group is willing to undertake the rating process each year. It is envisioned that more and more companies will agree to participate. Companies which have already been rated will have the opportunity to be re-rated in subsequent years and achieve higher ratings.

## **Key Findings and Analysis**

This section contains the key findings from the 52 company ratings. They are presented here in a detailed way, including descriptions, figures, charts and percentages, as well as interpretations

recommendations to show important trends and gain insights into the status of Albania's private sector in upholding the rights and empowerment of women job-seekers and employees.

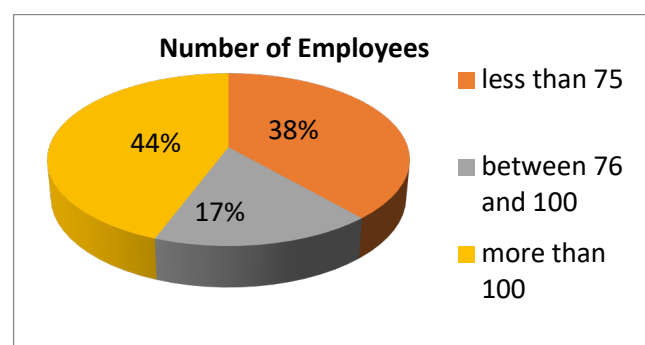
## Section I: Basic Information for Companies

The staff of The Headhunter Group conducted ratings on a total of 52 companies.

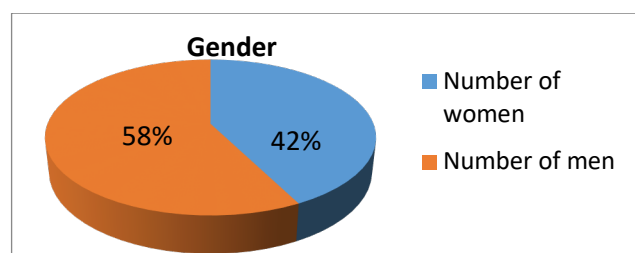
### ***Total number of Employees, per Gender and Business Sector:***

Most of the companies which participated in this year's rating were relatively large, well-established companies and had more than 100 employees. Number of women and men in the organization was generally balanced in most of the companies included, however in total there are more men than women employees. Companies participating in the rating came from a wide range of industries but the most common were from Retail, Commerce and Consumer Products, Hospitality and Banking - Financial Services.

<i><b>Number of Employees</b></i>	
less than 75	20
between 76 and 100	9
more than 100	23



<i><b>Gender</b></i>	
Number of women	5731
Number of men	7764

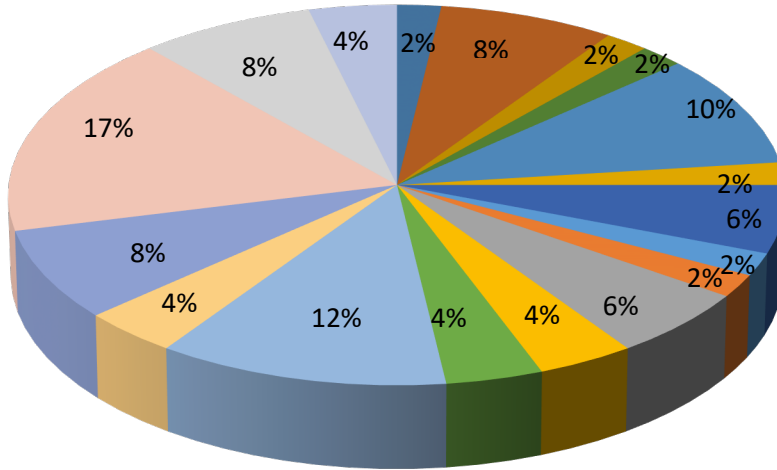


<i>Primary industry of the company</i>	
Administration and Public Services	1
Advertising and Marketing	4
Agriculture	0
Apparel, Fashion, Textiles, Dept. Stores	1
Associations, Non-Profits, Professional Organizations and Trade Unions	0
Automotive	1
Banking, Financial Services and Insurance	5
Chemicals and Biotechnology	0
Colleges and Universities	0
Computer and Data Services	1
Consulting, Business and Legal Services	3
Education and Child Care	0
Energy, Utilities and Waste Management	1
Engineering and Construction	1
Entertainment and Media	3
Food, Beverages, Groceries and Restaurants	2
Forest and Paper Products	0
Healthcare and Hospitals	2



Hotels, Resorts and Casinos	6
Internet Services and Retailing	0
Post, Mail and Freight Delivery	0
Manufacturing	2
Pharmaceuticals	4
Publishing and Printing	0
Real Estate	0
Retail, Commerce and Consumer Products	9
Telecommunications	4
Transportation, Airlines and Travel	0
Other	2

## Primary Industry



- Administration and Public Services
- Advertising and Marketing
- Agriculture
- Apparel, Fashion, Textiles, Dept. Stores
- Associations, Non-Profits, Professional Organizations and Trade Unions
- Automotive
- Banking, Financial Services and Insurance
- Chemicals and Biotechnology
- Colleges and Universities
- Computer and Data Services
- Consulting, Business and Legal Services
- Education and Child Care
- Energy, Utilities and Waste Management
- Engineering and Construction
- Entertainment and Media
- Food, Beverages, Groceries and Restaurants
- Forest and Paper Products
- Healthcare and Hospitals
- Hotels, Resorts and Casinos
- Internet Services and Retailing
- Post, Mail and Freight Delivery
- Manufacturing
- Pharmaceuticals
- Publishing and Printing
- Real Estate
- Retail, Commerce and Consumer Products
- Telecommunications
- Transportation, Airlines and Travel
- Other

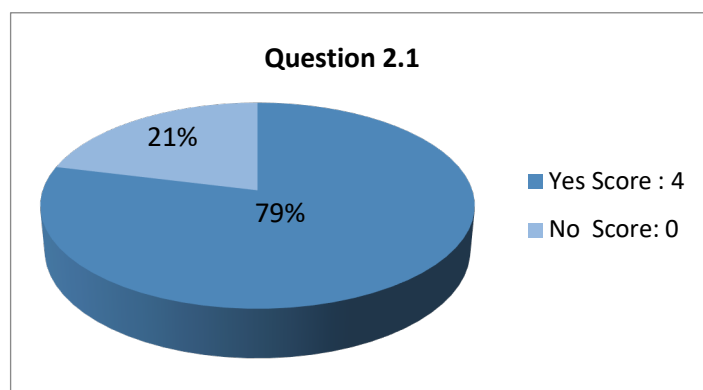
## Section II: Corporate leadership promoting and supporting gender equality

Questions in the second section were asked to companies about high-level support and direct policies for gender equality and human rights they have in place.

Many of the companies currently have in place a Code of Ethics/Conduct and/or HR Manual/Policy mentioning gender equality and human rights, but a small number of the responsible persons assigned to handle these issues have received any specific training on the topic. As these questions are not specifically for women but for all persons, it shows that there is still room for improvement in building a culture of gender equality and human rights. The results of this question also showed why so many companies of the 51 which participated did not achieve a rating.

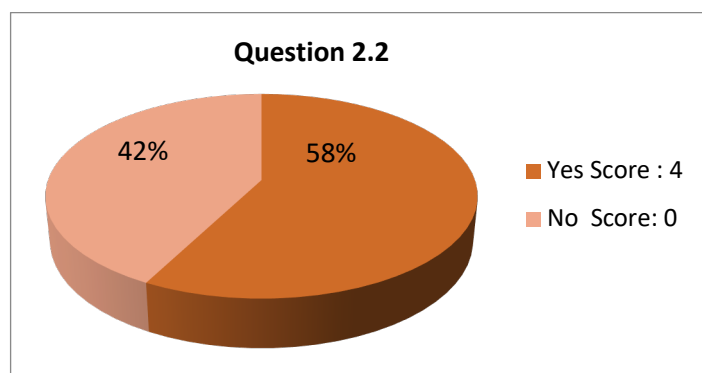
### Question 2.1 Does your company ensure high-level support and direct top-level policies for gender equality and human rights?

Yes Score : 4	41
No Score: 0	11



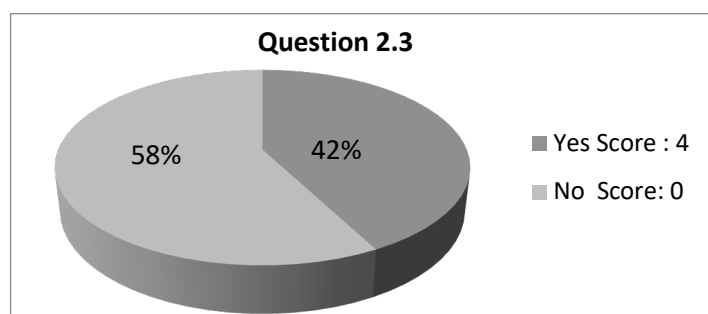
### Question 2.2. does any stated commitment to advancing equality and promoting equal treatment and fairness, exist in the company's website, in company recruiting and promotion materials, code of ethics and leadership statements in corporate business continuity reports?

Yes Score : 4	30
No Score: 0	22



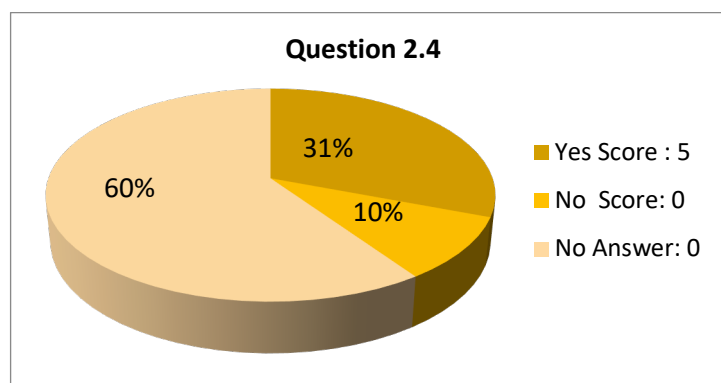
**Question 2.3.: does the company have a Human Resource Manager or a Senior Executive with a mission mandate or specific responsibility that includes gender equal treatment and opportunities, and specifically women's inclusion and gender equality in the Company?**

Yes Score : 4	22
No Score: 0	30



**Question 2.4.: if YES to 2.3., has this Human Resource Manager or Senior Executive been specifically trained on these topics by external stakeholders in order to develop company policies, programs and implementation plans that advance equality?**

Yes Score : 5	16
No Score: 0	5
No Answer: 0	31



### **Section III: Non-discrimination and equal inclusion opportunity policy and facilitation**

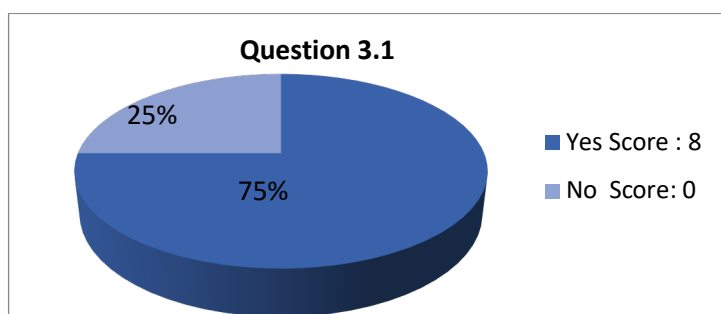
In this section, the Index asked companies about the policies and procedures they have in place regarding non-discrimination and gender equal employment and inclusion, and also equal pay, recruitment and retention opportunity policies. It also asked questions about providing managers, supervisors, team leaders and staff with training on non-discrimination, if the company stays informed on the views of women and men related to these issues in order to create a working atmosphere which is inclusive and comfortable for women, as well as how these policies and procedures are made available to employees and candidates.

More than half of companies reported that they perform data analysis on the women recruitment and retention percentage, but mainly for internal/external reporting purposes and that they have procedures in place to report discrimination or harassment based on gender in the workplace, but this is followed generally by disciplinary measures and not by training plans and gender awareness activities. Nevertheless, the absence of such mechanisms in the rest of companies leaves women employees vulnerable. In addition, it is important that all employees know that such mechanisms exist so that they know any type of harassment would have consequences.

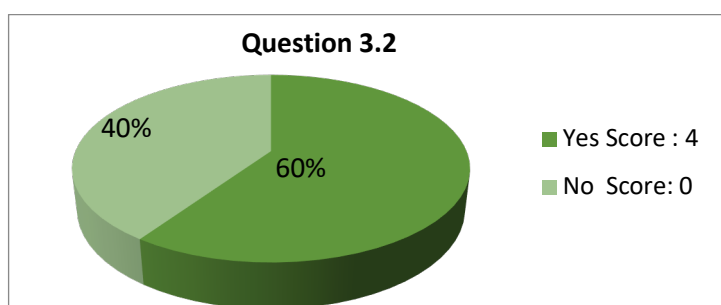
The majority of companies have job ads and interview questionnaires designed in a gender-friendly and non-discriminatory manner. This is important to note because non-discrimination at the stage of recruitment is critical to set the tone for hiring managers and company staff that discrimination is not tolerated, but it also provides some basis for recourse if a woman job-seeker feels that has been discriminated against during the recruitment process.

A good percentage of participants conduct fair pay reviews to evaluate if equal pay for equal job opportunity is applied, but with main focus on equal job position and performance, and not specifically gender, while the majority provide for managers, supervisors, team leaders and staff training on non-discrimination, equal employment and inclusion opportunity, in the workplace.

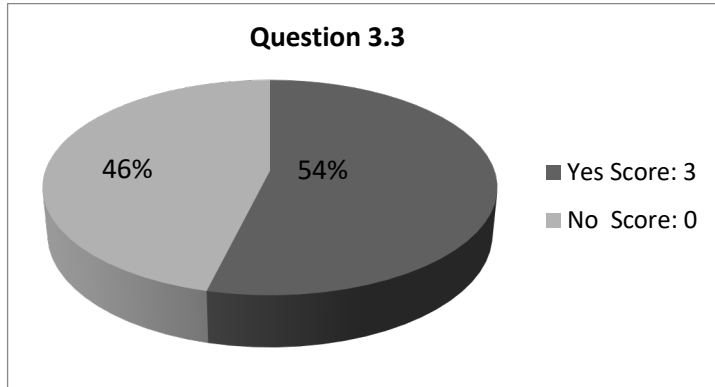
<b>Question 3.1.: does the company have non-discrimination and gender equal employment and inclusion opportunity policy?</b>	
Yes Score : 8	39
No Score: 0	13



<b>Question 3.2.: does the company provide managers, supervisors, team leaders and staff with training on non-discrimination, equal employment and inclusion opportunity, in the workplace?</b>	
Yes Score : 4	31
No Score: 0	21

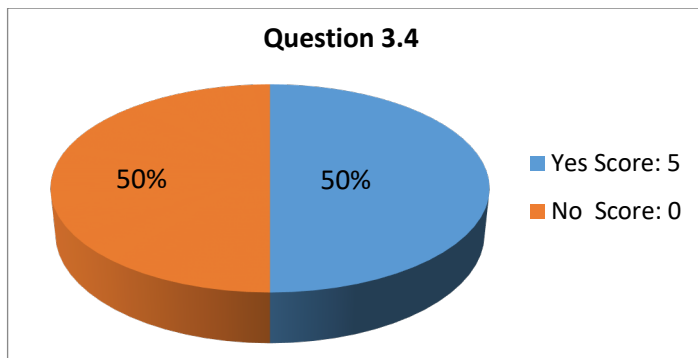


<b>Question 3.3.: does the company make efforts to stay informed on the views of women and men towards company policies on equal opportunity, inclusion, non-discrimination and retention, through surveys, in order to create a working atmosphere which is inclusive and comfortable for women?</b>	
Yes Score: 3	28
No Score: 0	24



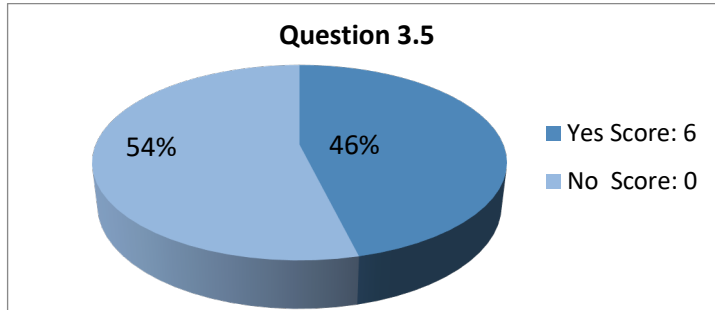
**Question 3.4.: does the company have a procedure or practice in place to collect women concerns, report discrimination or harassment based on gender in the workplace, in order to evaluate and provide solutions such as training plans, gender awareness activities and disciplinary measures?**

Yes Score: 5	26
No Score: 0	26



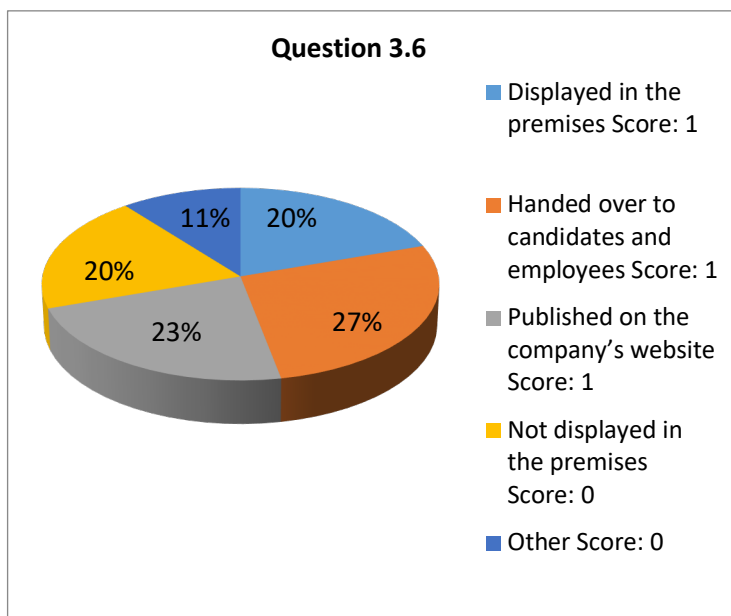
**Question 3.5.: is someone in the company trained on how to deal with this if there is a complaint submitted on discrimination, bullying or harassment based on gender in the workplace?**

Yes Score: 6	24
No Score: 0	28



**Question 3.6.: if the company has a non-discrimination and equal employment and involvement opportunity policy, how is it made available to your employees and candidates?**

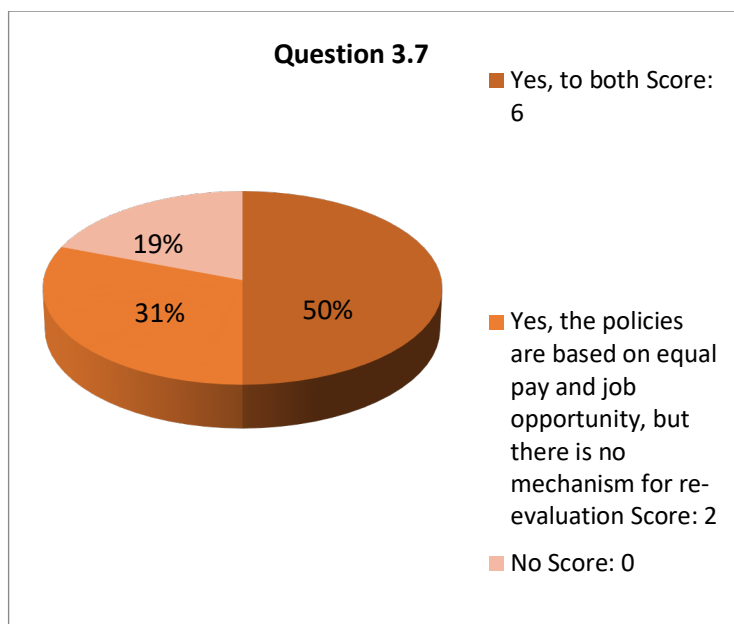
Displayed in the premises Score: 1	13
Handed over to candidates and employees Score: 1	18
Published on the company's website Score: 1	15
Not displayed in the premises Score: 0	13
Other: Score 0	7





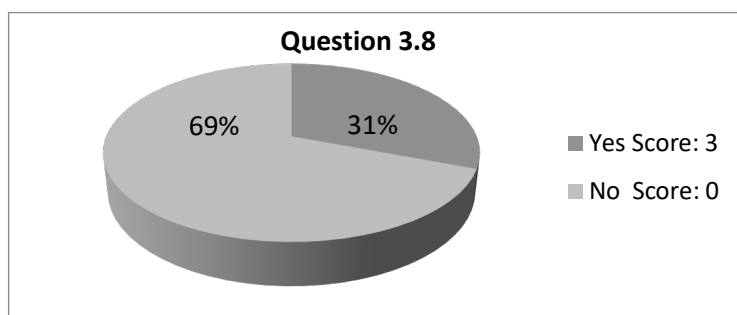
**Question 3.7.: does the company have a mechanism, such as fair pay reviews conducted on a regular basis, to evaluate if equal pay for equal job opportunity is applied? Is there a mechanism for complaints or re-evaluation, if the employee requests such, in order to close gender-based pay gaps?**

Yes, to both Score: 6	26
Yes, the policies are based on equal pay and job opportunity, but there is no mechanism for re-evaluation Score: 2	16
No Score: 0	10

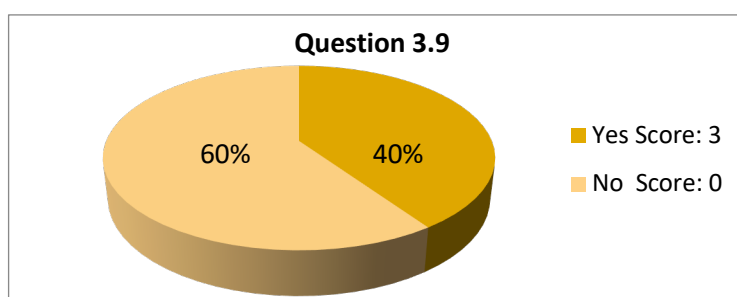


**Question 3.8.: does the company perform any statistical and data analysis on the retention rate for female employees by employee category and job title, compared to male employees?**

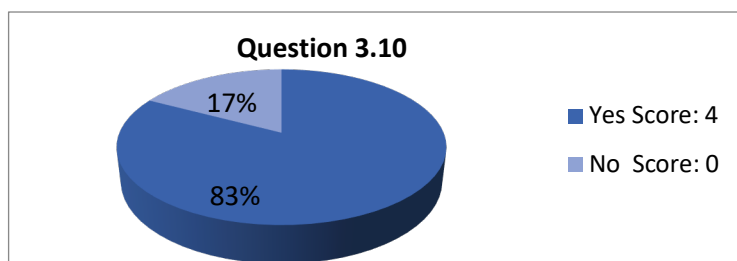
Yes Score: 3	16
No Score: 0	36



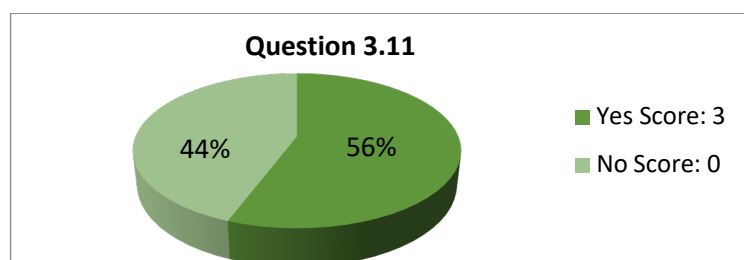
<b>Question 3.9.: does the company recruitment policy include any initiatives in reaching out more women or any specific reference to hiring more women?</b>	
Yes Score: 3	21
No Score: 0	31



<b>Question 3.10.: are the company job adverts, job application forms and interview questionnaires designed in a gender-friendly and non-discriminatory manner?</b>	
Yes Score: 4	43
No Score: 0	9

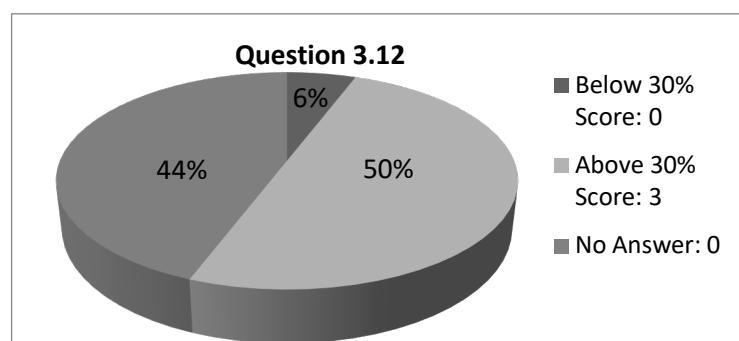


<b>Question 3.11.: does the company perform any statistical and data analysis on the women recruitment percentage?</b>	
Yes Score: 3	29
No Score: 0	23



**Question 3.12.: If the answer to 3.11. is YES, what is the percentage of women being interviewed and recruited during the last calendar year?**

Below 30% Score: 0	3
Above 30% Score: 3	26
No Answer: 0	23



#### **Section IV: Health, Safety, Wellbeing and Work/Life balance**

Questions in the fourth section asked companies about health, safety, wellbeing and work/life balance policies, measures and actions for woman and men in the work place.

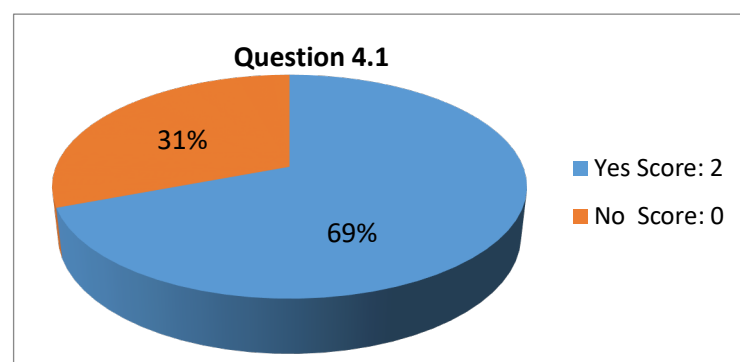
Although many of the companies state to have designed flexible work options that incorporate the specific and different needs of women and men such as flexible working hours, to accommodate women's family care responsibilities, other than the reduced working hours during post-maternity leave, as per labor law, in the majority of the cases no specific policies or procedures were evidenced, other than what stated in the legislation. This shows that there is much to do on this field and educate employers to create a flexible, wellbeing focused and result-oriented, work organization and timetable.

Almost all companies offer adequate facilities for women (such as gender-segregated toilets, changing facilities and adequate lighting, for both women and men) and offer maternity leave, with partial or full payment according to the labor law and a guarantee of returning to one's job, following the leave. Also they offer a family leave policy (such as dedicated leave days for child care when sick, or care for another family member), with partial or full payment, and a guarantee

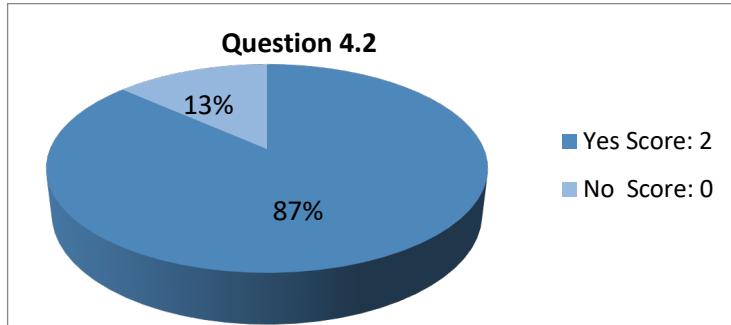
of returning to one's job following the leave, still according to the labor law. A small percentage of companies offer extra paid or unpaid leaves for severe cases of illness of direct family members.

A good number of the companies have mechanisms in place to evaluate and mitigate the safety, protection from violence, protection from exposure to hazardous conditions and materials, medical care, protection for employees with special conditions such as disability and severe illnesses, etc in the workplace, with differential impacts on women and men. Meanwhile, a small percentage prominently publicize the zero tolerance policy or provide ongoing training to recognize signs and avoid violence against women and understand laws and company policies on human trafficking, verbal or physical abuse and sexual exploitation. These are crucial areas which need support and training to companies from field experts, in order to create the culture of safety and protection to vulnerable categories in the workplace and gender consideration in all related actions, for those companies which do not include such mechanisms.

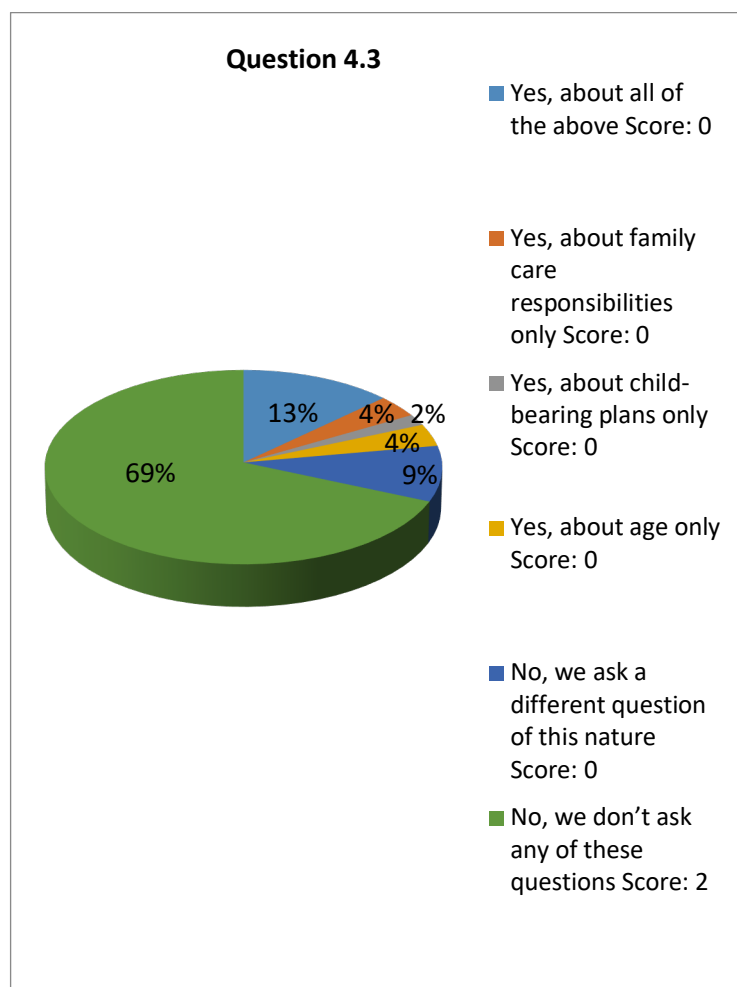
<b>Question 4.1.: Has the company designed flexible work options that incorporate the specific and different needs of women and men such as flexible working hours, to accommodate women's family care responsibilities?</b>	
Yes Score: 2	36
No Score: 0	16



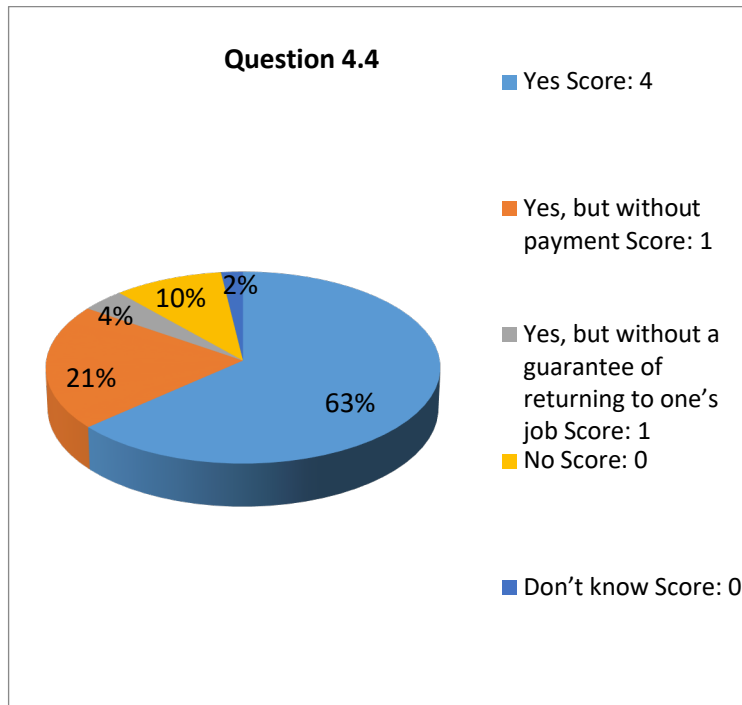
<b>Question 4.2.: does the company offer adequate facilities for women (such as gender-segregated toilets, changing facilities and adequate lighting, for both women and men)?</b>	
Yes Score: 2	45
No Score: 0	7



<b>Question 4.3.: does the company Human Resource or Recruitment Manager ask candidates and employees individual questions about their family care responsibilities, about their child-bearing plans, and/or age?</b>	
Yes, about all of the above Score: 0	7
Yes, about family care responsibilities only Score: 0	2
Yes, about child-bearing plans only Score: 0	1
Yes, about age only Score: 0	2
No, we ask a different question of this nature Score: 0	5
No, we don't ask any of these questions Score: 2	37

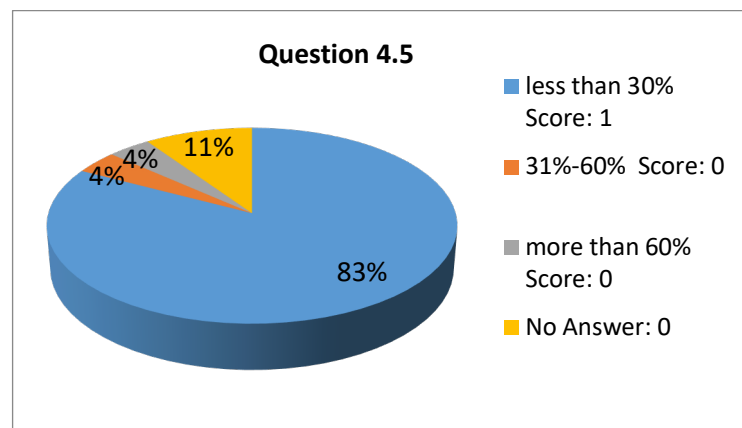


<b>Question 4.4.: does the company offer maternity leave, with partial or full payment, additional to the social insurances payment's scheme, and a guarantee of returning to one's job, following the leave?</b>	
Yes Score: 4	33
Yes, but without payment Score: 1	11
Yes, but without a guarantee of returning to one's job Score: 1	2
No Score: 0	5
Don't know Score: 0	1

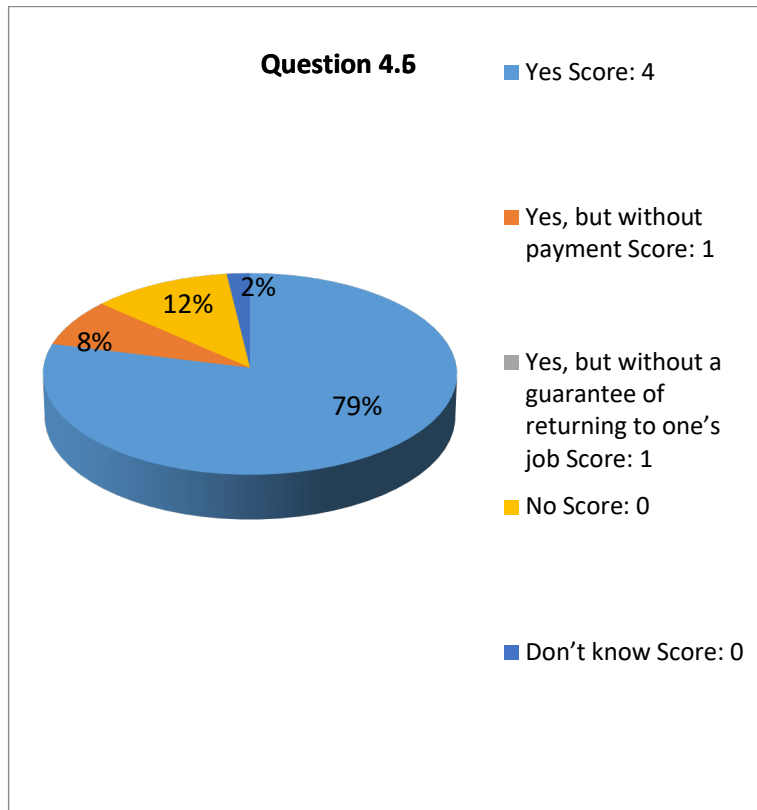


**Question 4.5.: If YES to 4.4., what is the percentage of women out of all maternity leaves during the last 2 calendar years, changing job position after return from maternity leave?**

less than 30% Score: 1	43
31%-60% Score: 0	2
more than 60% Score: 0	2
No Answer: 0	5



<b>Question 4.6.: does the company offer a family leave policy (such as dedicated leave days for child care when sick, or care for another family member), with partial or full payment, and a guarantee of returning to one's job following the leave?</b>	
Yes Score: 4	41
Yes, but without payment Score: 1	4
Yes, but without a guarantee of returning to one's job Score: 1	0
No Score: 0	6
Don't know Score: 0	1

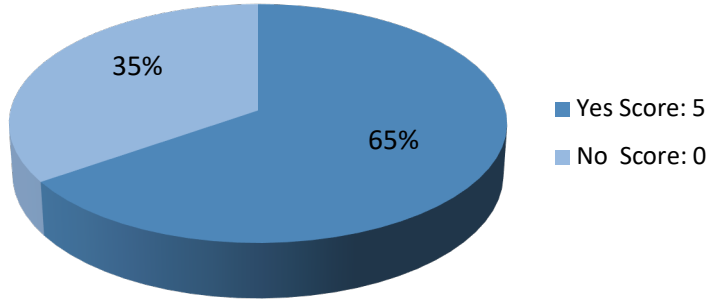




**Question 4.7.: does the company have any mechanism in place to evaluate and mitigate the safety, protection from violence, protection from exposure to hazardous conditions and materials, medical care, protection for employees with special conditions such as disability and severe illnesses, and other wellbeing concerns in the workplace, taking into account differential impacts on women and men?**

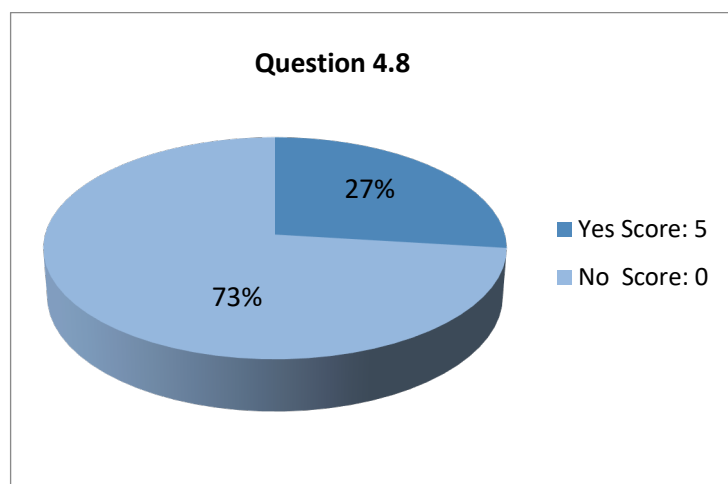
Yes Score: 5	34
No Score: 0	18

**Question 4.7**



**Question 4.8.: does the company prominently publicize its zero tolerance policy and provide ongoing training to recognize signs and avoid violence against women and understand laws and company policies on human trafficking, verbal or physical abuse and sexual exploitation?**

Yes Score: 5	14
No Score: 0	38



## **Section V: Gender equality for education, training, development and carrier advancement**

In this section, the Index asked companies about gender equality policies and practices when it comes to training, professional development and career advancement.

The biggest percentage of companies offer equal opportunities participation in strategic executive boards and leadership roles to women and men. In the majority of the cases the percentage of women holding senior management positions in the Company, is above 30%.

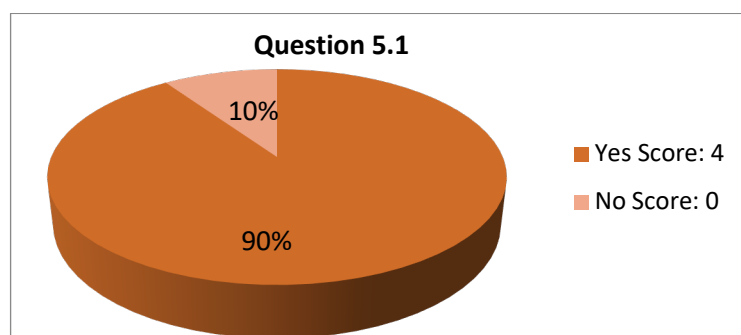
Also, a considerable number of companies offer career and mentoring programs specifically for women's career development at all stages, at all levels and across all business areas, and especially encourage women to enter nontraditional job fields, as a targeted practice or policy.

Less than half of companies analyze by job category and title the distribution of annual training hours between women and men, including analysis to equal access to all company-supported education and training programs, mainly with the aim to ensure equal training to all staff levels, rather than for gender equality purposes.

In the majority of cases, the demands of employees' family roles are considered when scheduling trainings and education programs but the majority of companies do not train and educate employees on the company's business case for women's empowerment and the positive impact of inclusion for men as well as women, by promoting training programs tailored for women. This is an area that needs immediate intervention and enclosure of this element in the companies which don't include such policies. Especially the consideration of women family engagements while enrolling them in training and development activities will enable balancing of work/learning-life and as a consequence will increase the interest and participation rate in such activities.

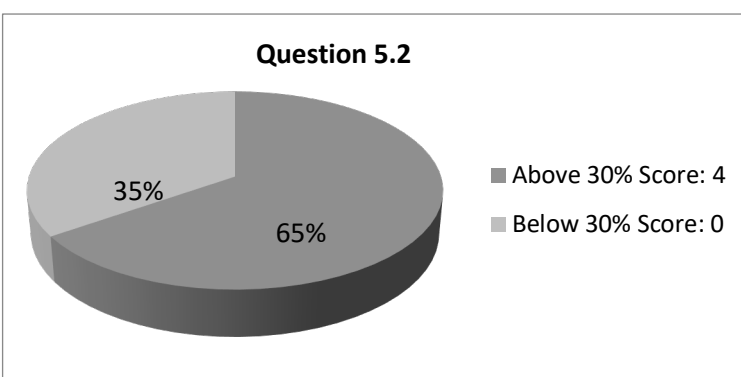
**Question 5.1.: does the company offer equal opportunities participation in strategic executive boards, leadership roles on important assignments and task forces, to women and men?**

Yes Score: 4	47
No Score: 0	5



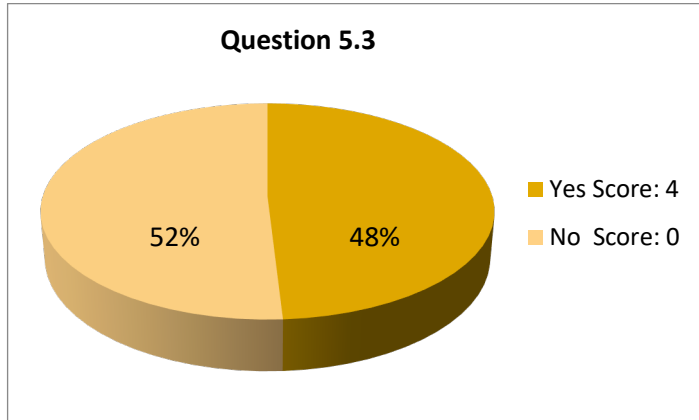
**Question 5.2.: what is the percentage of women holding senior management positions in the Company?**

Above 30% Score: 4	34
Below 30% Score: 0	18



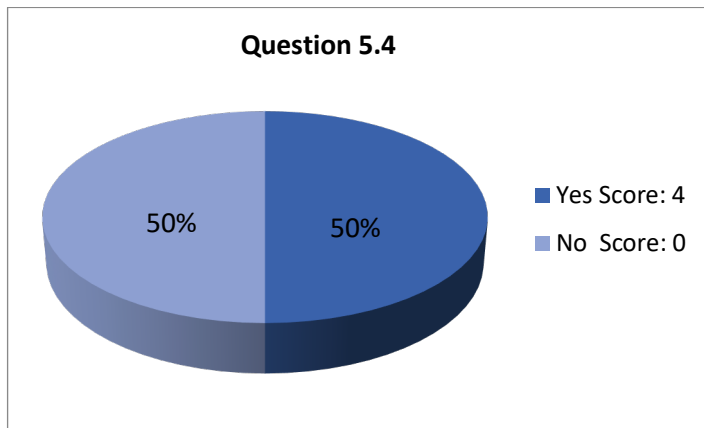
**Question 5.3.: does the company track and analyse promotions by gender, employee category and title?**

Yes Score: 4	26
No Score: 0	27



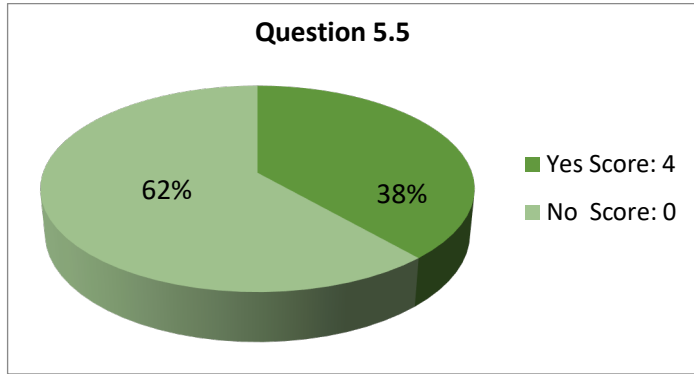
**Question 5.4.: does the company offer career and mentoring programs for women's career development at all stages, at all levels and across all business areas, and encourage women to enter non-traditional job fields?**

Yes Score: 4	26
No Score: 0	26



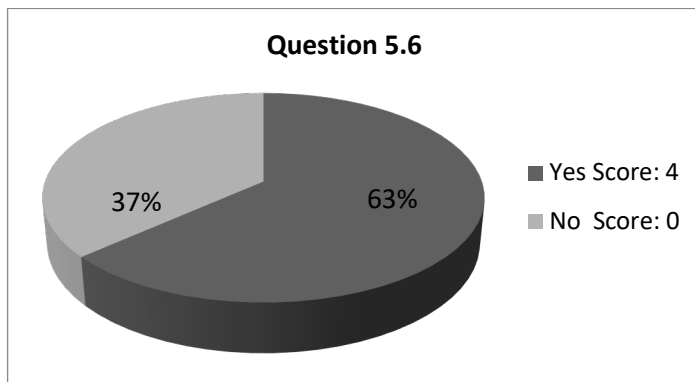
**Question 5.5.: does the company analyse by job category and title, the distribution of annual training hours between women and men, including analysis to equal access to all company-supported education and training programs?**

Yes Score: 4	20
No Score: 0	32



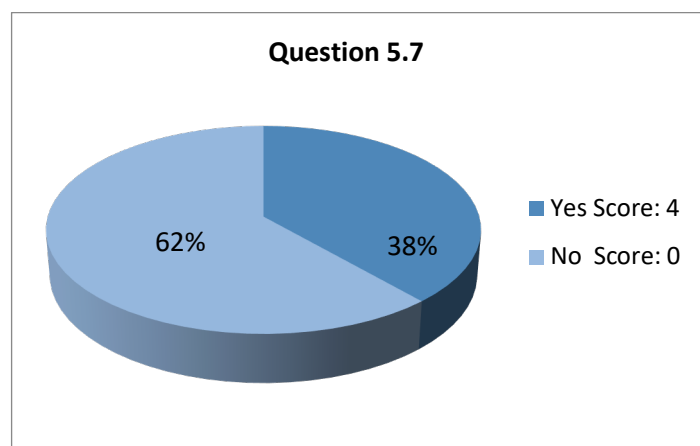
**Question 5.6.: are the demands of employees' family roles considered when scheduling trainings and education programs?**

Yes Score: 4	33
No Score: 0	19



**Question 5.7.: does the company train and educate employees on the company's business case for women's empowerment and the positive impact of inclusion for men as well as women, by promoting training programs tailored for women?**

Yes Score: 4	20
No Score: 0	32



## Section VI: Company initiatives to Enterprise development Supply Chain and Marketing Practices

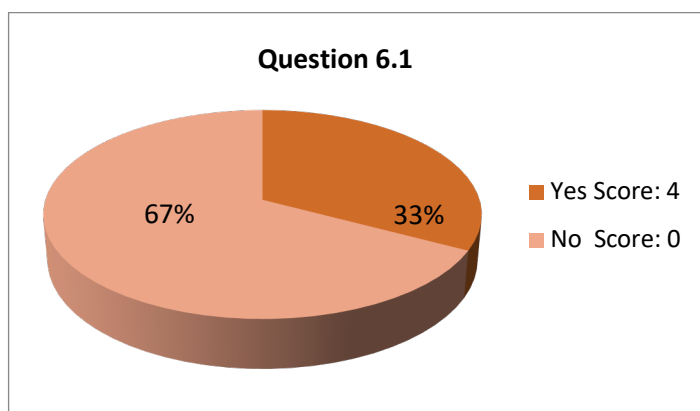
A good percentage of participating companies did mention that they would be willing to work more on expanding business relationships with women-owned businesses, by supporting gender-sensitive business solutions and facilities. Despite the fact that many businesses lack policies or practices on the topic, it is encouraging that a significant percentage would like to engage further.

On the other hand, there aren't remarkable efforts from companies in developing policies to support entrepreneur women through financing business start-ups or undertaking initiatives aimed at supporting women in business, such as financing online platforms for facilitating women work from home, etc. or/and requesting information from current and potential suppliers on their gender and diversity policies for including these in criteria in the business selection.

More than half of companies answered that they respect the dignity of women in all marketing and other company materials, and a good percentage of them have practices in place for recording and treating cases of complaints regarding its portrayal of women and girls, in marketing and other public materials.

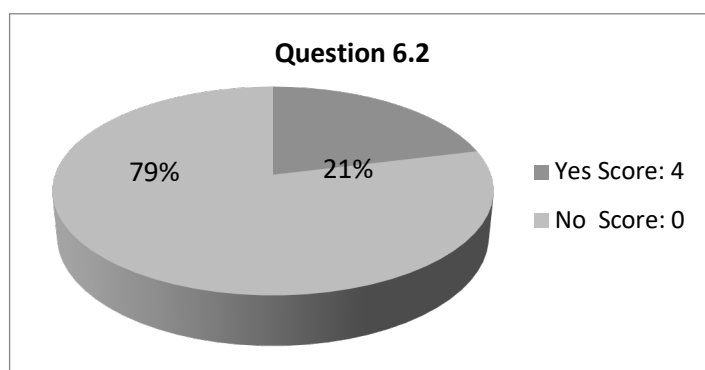
This creates the space for further activities and projects in this topic, given the generally weak results of the entire section.

<b>Question 6.1.: does the company perform analyses of its existing supply chain in order to expand business relationships with women-owned businesses, by supporting gender-sensitive business solutions and facilities?</b>	
Yes Score: 4	17
No Score: 0	35



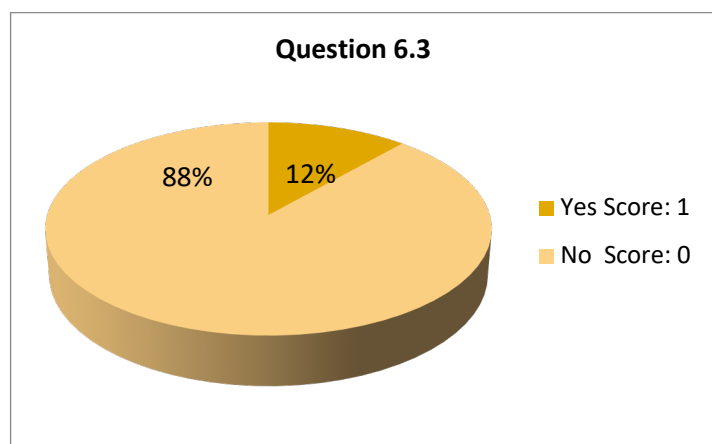
**Question 6.2.: has the company developed policies to support entrepreneur women through financing business start-ups or undertaking initiatives aimed at supporting women in business, such as financing online platforms for facilitating women work from home, etc?**

Yes Score: 4	11
No Score: 0	41



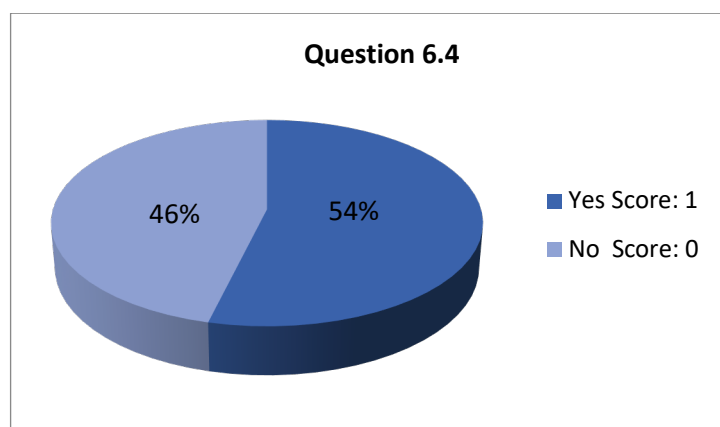
**Question 6.3.: does the company request information from current and potential suppliers on their gender and diversity policies, and include these in criteria for business selection, ask business partners and peers to respect company's commitment to advancing equality and inclusion, and develop guidelines that prohibit doing business with companies or organizations that openly and actively discriminate against women?**

Yes Score: 1	6
No Score: 0	46



**Question 6.4.: does the company respect the dignity of women in all marketing and other company materials, and has a developed practice in recording and treating cases of complaints regarding its portrayal of women and girls, in marketing and other public materials?**

Yes Score: 1	28
No Score: 0	24



## **Section VII: Corporate Social Responsibility on Women's Issues and Support**



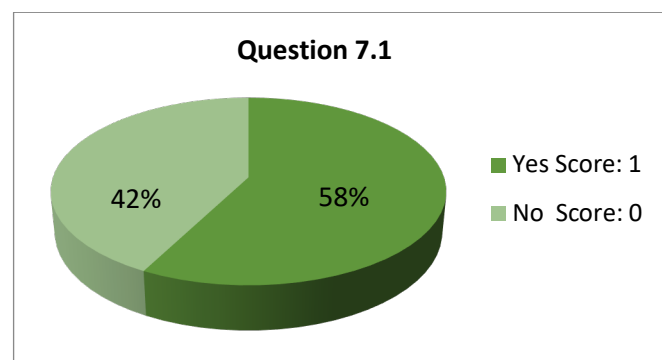
This section asks about a company's corporate social responsibility and outreach to the community at large. The results show that less than half of the companies have a CSR strategy already developed. However, the results show that only a small percentage of those CSR strategies mention gender equality and woman empowerment. This is positive because it at least provides the framework for adding more to the gender equality and protections for woman job-seekers and employees, if the company is willing.

Also from the results, more than half of companies made charitable donations but only a very small percentage did so to woman-focused support organizations, events or projects.

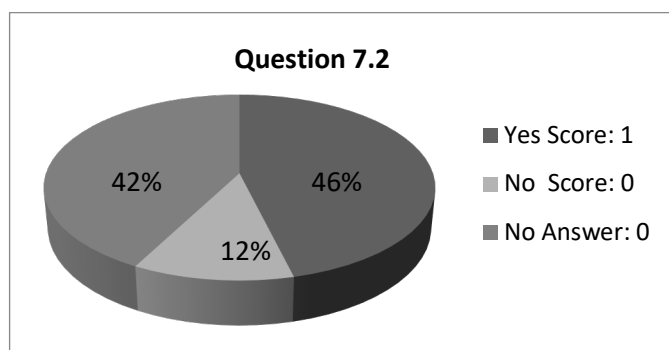
Results show that only a small number of companies joined any initiatives or campaign to support and promote gender equality, eliminate discrimination and support publicly women's inclusion, recognition of women's leadership contributions to their communities and the specific impacts on women and girls when establishing or expanding presence in a community. While companies are interested in CSR, the issue of gender equality and women empowerment does not represent a priority for their actions.

Almost all companies would be willing to sign the Woman Empowerment Principles document, which is a very good result and creates space for further development of projects related to this topic.

<b>Question 7.1.: Has the company developed a Corporate Social Responsibility strategy?</b>	
Yes Score: 1	30
No Score: 0	22

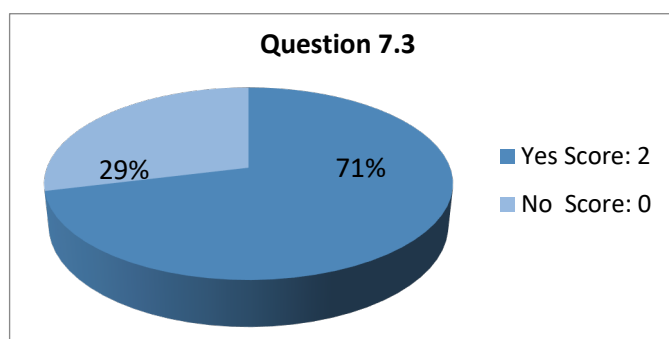


<b>Question 7.2.: if YES to question 7.1., does the Corporate Social Responsibility strategy include specifically women's equality?</b>	
Yes Score: 1	24
No Score: 0	6
No Answer: 0	22



**Question 7.3.: during the last two years, has the company made any donations or offered any sponsorship to charities or community-based organizations?**

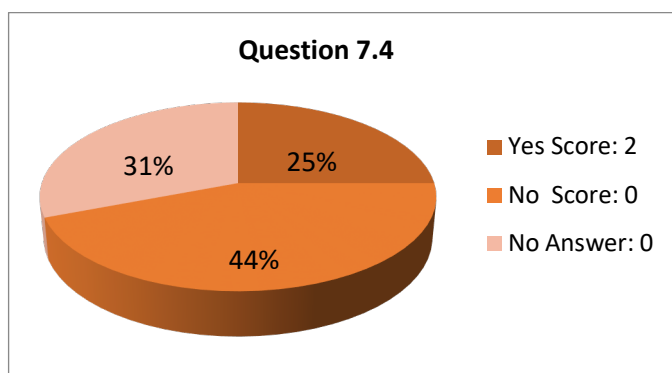
Yes Score: 2	37
No Score: 0	15



**Question 7.4.: if YES to question 7.3., did these donations and sponsorships include human rights and specifically support for women and/or girls-focused projects, organizations, and/or events?**

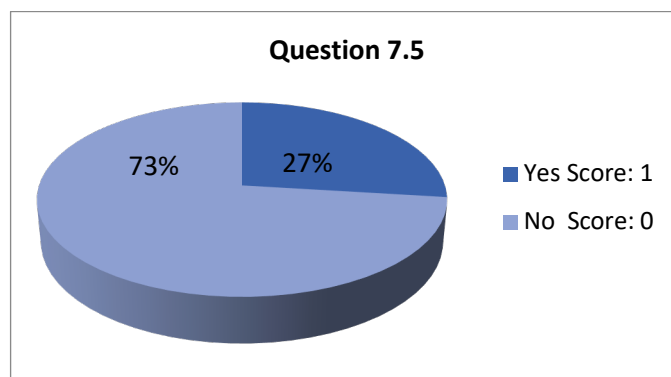
**Gold**

Yes Score: 2	13
No Score: 0	23
No Answer: 0	16



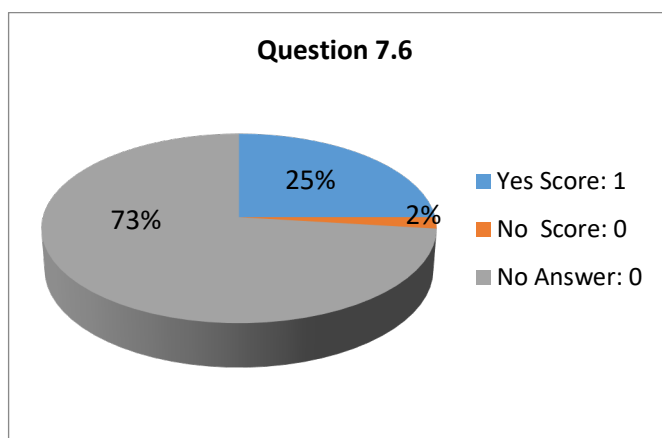
**Question 7.5.: during the last two years, has the company undertaken or joined any campaigns or initiatives to promote gender equality, eliminate discrimination and support publicly women's equality and inclusion?**

Yes Score: 1	14
No Score: 0	38



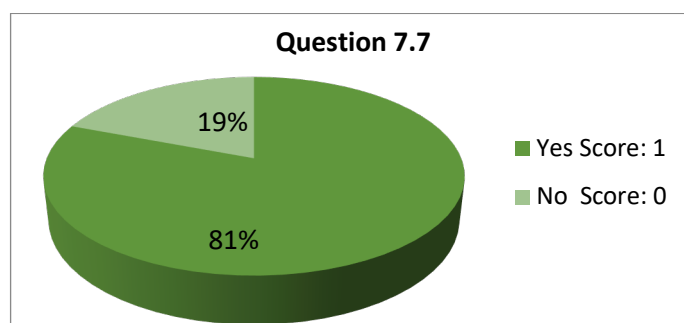
**Question 7.6.: if YES to question 7.5., did these initiatives promote and recognize women's leadership contributions to their communities and the specific impacts on women and girls when establishing or expanding presence in a community?**

Yes Score: 1	13
No Score: 0	1
No Answer: 0	38



**Question 7.7.: would the company be willing to sign the Woman Empowerment Principles document?**

Yes Score: 1	42
No Score: 0	10

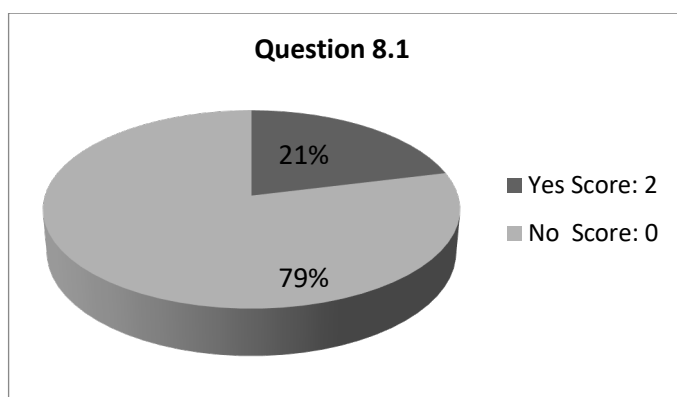


## **Section VIII: Measuring and Reporting Transparently Company Efforts to Gender Equality**

Questions if the company has established benchmarks that quantify inclusion of women at all levels, if the company publishes and updates annually its specific policies and implementation plans for gender inclusion and equality in the workplace, by including detailed breakdowns of gender equal treatment and if the company prominently publicize an executive level statement for gender equality organizational principles and initiatives, were answered negatively from the majority of companies involved in the Index. This indicates that no efforts are made in measuring and reporting transparently company's efforts (if any) to gender equality, which is not positive but the advantaging part is that there is a lot of room for improvement and having good impact from any new initiatives in the area of women equality and empowerment.

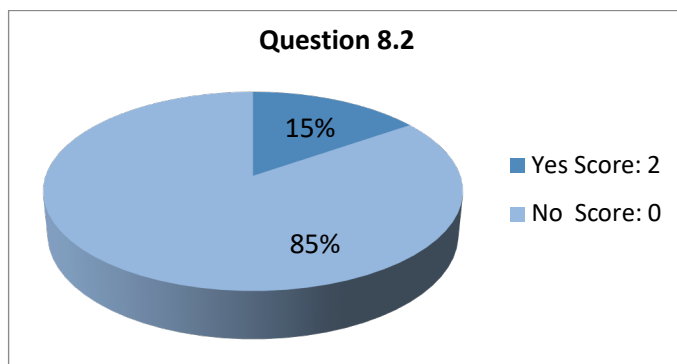
**Question 8.1: has the company established benchmarks that quantify inclusion of women at all levels, in order to monitor and evaluate company gender equality goals into ongoing performance indicators?**

Yes Score: 2	11
No Score: 0	41



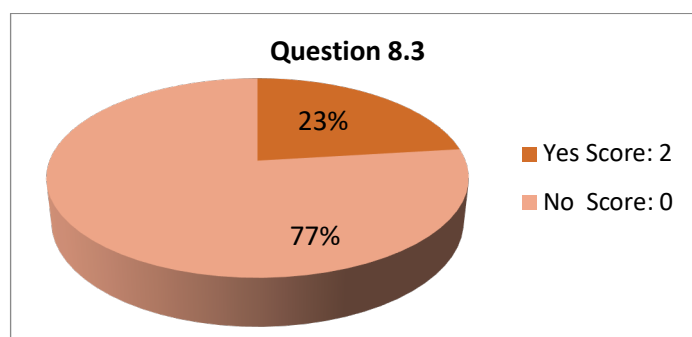
**Question 8.2: does the company publish and update annually its specific policies and implementation plans for gender inclusion and equality in the workplace, by including detailed breakdowns of gender equal treatment?**

Yes Score: 2	8
No Score: 0	44



**Question 8.3: does the company prominently publicize an executive level statement for gender equality organizational principles and initiatives?**

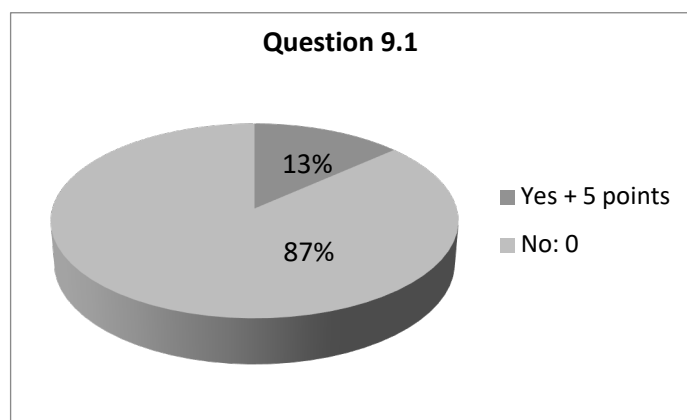
Yes Score: 2	12
No Score: 0	40



## Section IX: Additional Information

The majority of companies didn't answer to the questions of the section nine, except from the question 9.3 where almost all of them did mention that they would be interested in participating in a working group to discuss emerging best practices and experience in terms of women's inclusion and gender equality, and will be willing to work more on women inclusion. This will exclude from receiving the Gold status even Companies that score very high, however, despite the fact that many businesses lack policies or training on the topic, it is encouraging that a significant percentage would like to engage further. This creates the space for further initiatives in this area.

<b>Question 9.1.: please provide any other information the interviewee would like to share with us about the company's efforts to promote inclusion and gender equality</b> <b>Gold</b>	
Yes + 5 points	7
No answer: 0	45



<b>Question 9.2.: does the company have a program that it believes to be supportive or innovative in terms of women's inclusion and equality?</b> <b>Gold</b>	
Yes + 3 points	9
No answer: 0	43

## Recommendations

### **For Organizations for Gender Equality and Woman Empowerment**

- Include gender equality employment related topics in their advocacy efforts and look for opportunities to make advocacy practical in producing tangible benefits, for the community.
- Spread information on the genders equal treatment and non-discrimination due to gender, as specified in the 2010 Anti-Discrimination Law to the community.

### **For the Albanian Private Sector:**

- Recognize that genders equal treatment in the workplace is positive for productivity, revenue, and employee retention.
- Recognize the need for and seek out training opportunities to improve the policies and practices for gender equality and woman empowerment and inclusion.
- Raise the issue of gender equality and woman empowerment in the workplace, in syndicates, trade unions, chambers of commerce and other business membership organizations.

### **For the Albanian Government:**

- Continue to enforce the 2010 Anti-Discrimination Law rigorously with an action plan containing concrete objectives and a timeline. This may include public awareness materials, standardized codes of conduct, standardized policies, and a website to access such information.
- Ensure a strong focus on employment inclusion for woman.

### **For International Donors:**

- Continue to identify and fund evidence-based programs which produce tangible impacts on gender equality and women empowerment and inclusion, to the Albanian society.