

Let's talk about gender at work?

**A PRACTICAL GUIDE TO THE MUVA APPROACH
TO GENDER EQUALITY AND INCLUSION IN
BUSINESSES AND ORGANISATIONS**





WHAT IS IT THE MUVA?

MUVA is a Mozambican social incubator that supports young people to access decent economic opportunities. It has a focus on young women, due to the additional challenges they face.

Develops innovative interventions to empower young people to remove tangible and intangible barriers through trainings that prepare young people for employment and business development.

For MUVA, economic empowerment is made possible through the intersection of 3 areas:



MUVA works at both the individual and systemic levels to dilute barriers that exclude or limit access to economic opportunities for young people.



WHAT IS THE MUVACOM APPROACH TO BUSINESSES AND ORGANISATIONS?

We work in partnership with companies and organisations to foster a healthy, productive, sustainable and diversified working environment.

Our approach encompasses capacity building, specialised consultancy and support in the implementation of strategies aimed at the professional advancement of teams from a gender inclusive perspective. We seek to promote inclusive leadership with more women in decision-making; improve gender balance, create the conditions for the well-being and productivity of teams; and facilitate efficient communication flows.

Through these practices, we create working environments that are truly drivers of creativity, diversity and inclusivity, where gender equality is valued and

encouraged.



WHAT IT IS THIS PRACTICAL GUIDE?

This material is a guide that brings together concepts, practical ideas and success stories for those companies and organisations that want to start their own journey towards gender equality.

MUVA has been dedicated to studying Innovative ways of linking productivity, well-being and social cohesion.

-and inclusion of young people and women in the labour market. On this journey we have found some paths that we share with enthusiasm.

Together, we can build a more inclusive, productive, creative, healthy and just future for all.

LET'S GO?

TO BEGIN WITH, A FEW CONCEPTS ARE KEY:

DIVERSITY

The whole spectrum of human demographic differences - race, religion, gender, sexual orientation, age, socio-economic status or physical difference.

INCLUSION

Inclusion refers to a cultural and environmental sense of belonging. It can be assessed as the extent to which employees are valued, respected, accepted and encouraged to participate fully in the organisation. It is having a voice and fair treatment, feeling part of a team.

GENDER

Gender refers to the socio-cultural roles and responsibilities, expectations, skills and behaviours learned by and assigned differently to men and women. It refers to the socially constructed power relations that a society assigns to two sexes. It is different from the concept of sex, which is biologically determined (SCOTT, 1986).

GENDER EQUALITY

Gender equality refers to the condition that all human beings, women as well as men, are free to develop their personal capacities and make decisions without the limitations imposed by rigidly assigned stereotypes and roles. It does not mean that women and men have to become identical, but that their rights, responsibilities and opportunities will not depend on whether they were born female or male. Equity of

gender compensates for the historical and social disadvantages that prevent women and men from having a more equal opportunity to be
are the same user in terms of rights and opportunities (UN WOMEN, 2010).

PSYCHOLOGICAL SAFETY

Psychological safety at work refers to an environment where staff feel safe to express opinions, ideas, concerns, feel free to take risks and make mistakes without fear of reprisals or negative judgements. An environment of openness, collaboration, trust and respect brings mutual support and promotes innovation, creativity and overall well-being in the team.

UNCONSCIOUS BIAS

Unconscious bias refers to prejudices and stereotypes that are automatically and involuntarily assumed. These prejudices can

**Diversity is
being invited
to the party.
Inclusion is
being invited
to dance.**

Vernā Myers

influence our perceptions, attitudes and decisions towards different groups of people, including gender issues. Unconscious bias can lead to unfair treatment, inequalities and exclusions, even when we do not intend to act in this way.

MICROAGGRESSIONS

Microaggressions refer to subtle and often unintentional behaviours, actions or words that communicate hostility, discrimination or prejudice towards other people.

certain groups or individuals. They are forms of expression of prejudices or stereotypes rooted in society, which can be directed at people based on their race, ethnicity, gender, sexual orientation, religion, socioeconomic background or other identity characteristics. Microaggressions can occur intentionally or unintentionally, and their impact is cumulative, potentially causing discomfort, emotional stress and negatively affecting the well-being and self-esteem of the person receiving them.



WHY THESE CONCEPTS ARE THEY IMPORTANT?

The concepts of gender equality, inclusiveness, psychological safety, microaggressions and unconscious bias are fundamental to a deeper reflection on the feeling of

belonging and well-being of people in work teams. In order to do meaningful work in relation to inclusion, and equal opportunities not just for women in predominantly male environments, but for all forms of diversity, it is essential that these concepts are understood and taken into account. They enable us to address the barriers and challenges that prevent the full participation, productivity and fulfilment of all.

FOCUS INCLUSION

MUVA's approach is dedicated to building work environments based on inclusive practices and attitudes, where diversity is valued and enabled. We believe that by embracing an inclusive culture, companies can unlock the full potential and talent of their staff.

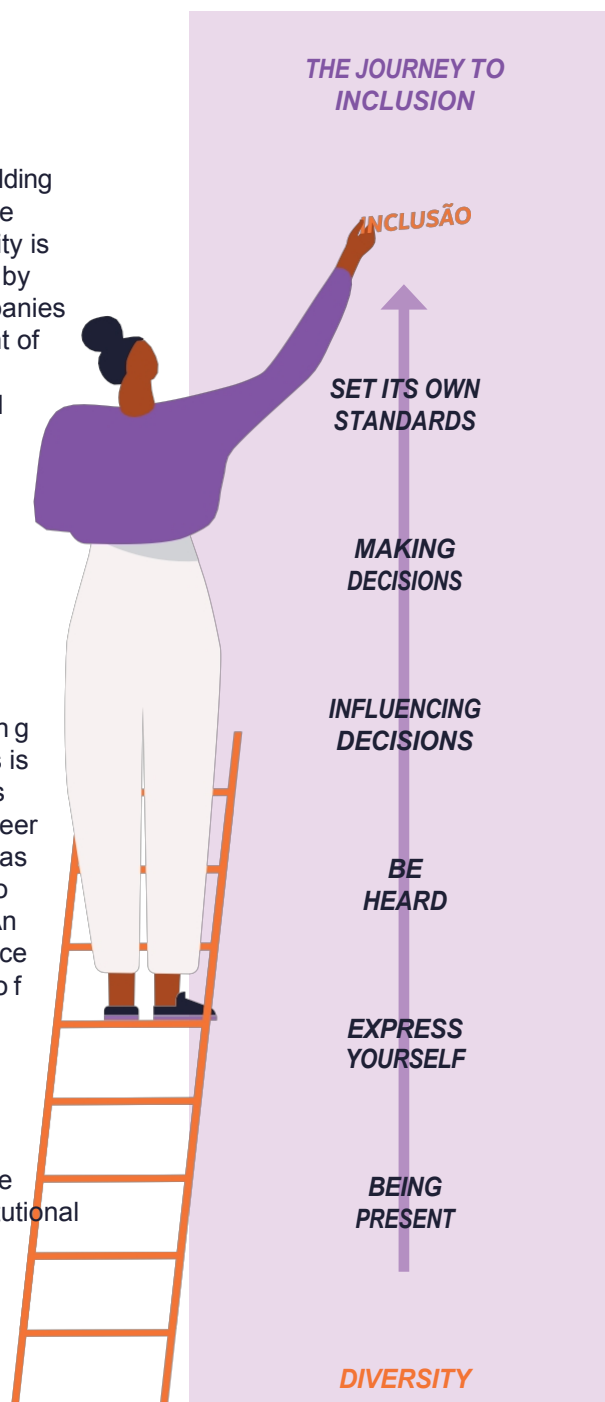
pe, driving innovation, crea- tivity and organisational success.

Our mission is to provide the knowledge and tools necessary for companies to create a welcoming environment where each individual feels valued, respected and empowered to contribute fully.

Inclusion is not limited to equalising the numbers of men and women, this is important, but it is more than this, it is about business line choices, staff career decisions, internal wellbeing policies as well as influencing external policies to improve the business environment. An inclusive organisation values difference and allows everyone to be a part of it.

and all have a voice.

Including gender and diversity in the organisation requires an open mind and an open co- operation to increase conscience, attitudes and JUST institutional standards.



HOW IS YOUR BUSINESS OR ORGANISATION DOING?

- 1. There is a good balance of power with diversity of men and women in the various roles?***
- 2. Your organisation provides a safe environment for women with a robust anti-discrimination and anti-harassment policy?***
- 3. Is there any unconscious bias in the way organisational processes and systems are set up?***
- 4. Are staff satisfied with the communication and decision-making systems?***

WHY "GENDER EQUALITY IN ORGANISATIONS"?

A journey towards gender inclusion and equality in companies and organisations is often driven by different reasons, often related to these three types:

- **Business Case;**
- **Social Case;**
- **Talent Case.**

If you want to promote greater inclusion and gender equality in your company or organisation, it is crucial to engage leaders and teams comprehensively. An effective strategy to engage them is to present evidence of the "business case", "social case" and "talent case".

This information helps to align staff, enabling them to understand and value the initiatives and potential for change that can be achieved.

THE BUSINESS CASE

The business case is based on arguments that highlight how gender equality in companies boosts business performance. Several international studies highlight the improvements seen in the productivity of companies that adopt inclusion and diversity initiatives in their teams. These researches reveal that promoting gender equality and providing equitable opportunities for women results in greater innovation, creativity, and business performance.

and problem-solving skills, and contribute to a more collaborative and inclusive work environment. Companies that value gender diversity and invest in inclusive initiatives are more likely to achieve sustainable success, attract and retain skilled talent, and increase their competitive advantage in the global marketplace.

The ILO estimates that the difference in participation rates will be narrowed by between men and women by 25% by the year 2025 could increase global GDP by 3.9%, or \$5.8 trillion (ILO, 2018).

THE SOCIAL CASE

We call it a social case when the core motivation of the work around gender equality is linked to social justice. In this context, the focus is on ensuring equal opportunities, combating gender discrimination and promoting the inclusion of all people, regardless of their sex.

The social case seeks to build a fairer and more egalitarian society, in which all

people have the same rights and chances of success. In addition, gender equality also contributes to reducing socio-economic inequalities, strengthening social cohesion and the sustainable development of communities and societies as a whole.

retain them and promote the development of your staff. By adopting inclusive practices, By providing equitable opportunities, companies can attract a wide variety of talent, broadening their access to different perspectives, skills and abilities. unique and enriching experiences.

By creating an inclusive working environment and equal opportunities, companies strengthen their reputation and stand out as outstanding employers, establishing a solid competitive advantage in the global marketplace.

Globally, one in five employed people (almost 23%) have experienced violence and harassment at work, whether it be Physical, psychological or sexual, the most affected are women, for 64% of women, microaggressions are a reality in the workplace

THE TALENT CASE (ILO, ICF, Gallup, 2021). The so-called "talent case" occurs when gender equality work is linked to the competitiveness of companies in the market in relation to "talent pool" (talent pool). In this context, companies are seeking to make themselves attractive for the most qualified professionals,

Belonging (importance and identification) to the workplace leads to a 56 per cent increase in job performance, a 50 per cent reduction in turnover risk, and a 75 per cent decrease in employee sick days. (Vercida Consulting 2020).



Dashboard de Performance

PROJET DE L'IMPACT
MARS 2017 - JUIN 2017
PROJET ALPHA

PROJET DE L'IMPACT
OCT 2016 - MARS 2017
PROJET BETA

PROJET DE L'IMPACT
OCT 2016 - MARS 2017
PROJET GAMMA

PROJET DE L'IMPACT
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HOW GENDER INCLUSION AND EQUALITY CAN IMPACT COMPANIES AND ORGANISATIONS?



Increase motivation in a more inclusive organisational culture with improved ethics, without harassment or micro-aggressions, increasing staff engagement and confidence by supporting actions to increase awareness and change attitudes and behaviours.



It contributes to an **innovation mindset** by having internal mechanisms for participation in decision-making and feedback on decisions made. and create the conditions for non-violent communication, with listening and feedback.



Increases the ability to attract and retain talent by removing barriers and creating environments and contexts of opportunity. improving women's professional qualifications, boosting their careers, leveraging their skills, and improving their career prospects. by providing their leadership with legal protections, benefit policies and promotions, and anti-discrimination procedures. gender-based violations.



It enables the company to increase productivity by having strategies and plans that prioritise cultural change. This way you have a more motivated team and a brand that adds value for inclusion and diversity.



It supports growth and confidence, positioning companies closer to their customers by having strategies and operational plans that **position the brand** in favour of inclusion and diversity.

WHERE TO START THE GENDER EQUALITY JOURNEY IN BUSINESS?

Each company or organisation has its own peculiarities, and following a standard formula to address this culture is neither feasible nor smart. However, MUVA's experience shows us some paths that can serve as a reference for those who want to start the journey towards gender equality in companies.

1. UNDERSTAND

The first step is to understand the visible and invisible barriers to gender equality in the workplace. This requires an analysis of staff data, including demographics indicating different positions in the organisation and identification of staff profiles such as gender, age and nationality.

In addition, interviews with people external to the organisation are conducted to ensure a neutral approach to the identification of organisational culture elements.

See: quadrant tool.

2. INVOLVE

After identifying the gaps and barriers to gender equality in the company, it is essential to establish alliances with the leadership. This partnership seeks to recognise the demands identified in the previous step and to align on the participants who should be involved in the journey for equality. By gaining leadership commitment, a solid foundation is created to drive significant change, ensuring that promoting gender equality is a strategic priority throughout the organisation.

3. ENGAGE

The engagement of teams towards a more inclusive organisational culture depends on the implementation of participatory trainings. At this stage, it is essential to promote training and capacity building that allows the active participation of employees. It is important to involve different groups and sectors, ensuring that the training is comprehensive and transversal to the organisation. Through these participatory trainings, team members from different sectors have the opportunity to understand the importance of inclusion, acquire relevant skills and contribute effectively to building a more equal and inclusive organisational culture. It is from this phase that action plans will be created.

See: training plans.

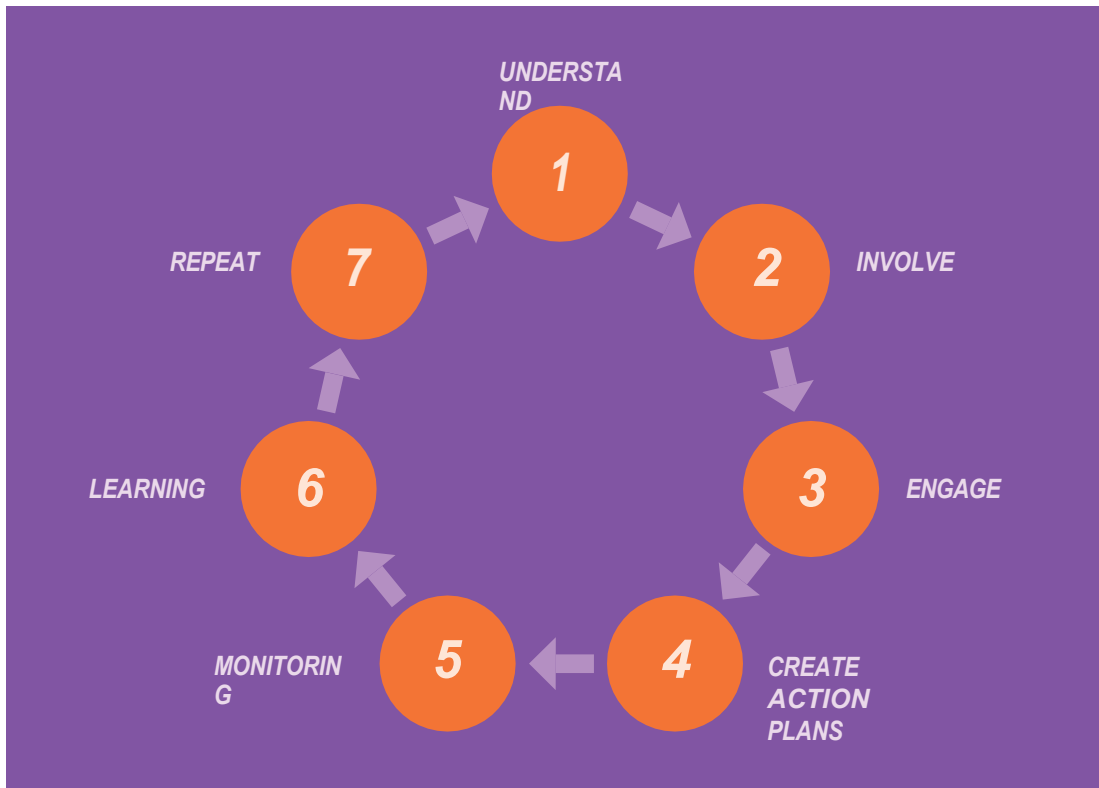
4. CREATE ACTION PLANS

During this stage, action plans are drawn up together with the team that is participating in the Training day, with the aim of implementing internal and external initiatives in the company or organisation. Generally, the topics addressed in the action plans are related to activities to increase well-being, to improve communication, to create career progression plans, to transparency and incentives in selection processes, and to initiatives to raise awareness, learning and exchange between teams.

See: action plans.

5. MONITORING

Monitoring is an ongoing activity and not just a one-off step. It is essential to closely follow the implementation of activities related to action plans in order to understand what is happening. This monitoring allows to identify even-



challenges, measure the progress made and make adjustments where necessary. By keeping a close eye on the process, it is possible to ensure that actions are effective and aligned with objectives.

See: tool for monitoring processes.

6. LEARNING

Monitoring only makes sense when there is a desire to learn. After the implementation of activities, it is important to carry out an evaluation to identify what worked well and what did not, in order to improve actions in favour of inclusion and gender equality. At this point, it is natural for organisations and companies to identify the priority actions in which they wish to invest in their sustainability.

7. REPEAT

From the lessons learnt, it is possible to structure improvements to the initiatives, creating an adapted and robust version with a Focus on Sustainability. In this phase, in which improved repetitions will be carried out, it is important to ensure the involvement of key people who will ensure the sustainability of the initiative. Regarding the Trainings on gender issues, based on MUVA's experience, it is recommended to conduct them periodically as a way to constantly align the values of inclusion and gender equality. This continuous approach strengthens and reinforces the organisation's commitment to promoting an inclusive and equal culture.



The Tools

LET'S GO TOOLS

We have selected some Tools that can be useful in the stages of your company's transFormation journey.

FOR THE UNDERSTANDING PHASE: QUADRANT TOOL

The initial participatory diagnosis collects quantitative data, perceptions and qualitative information on organisational resources, dynamics, attitudes, practices, policies and norms.

The information is analysed through the Gender Matrix of Gender at Work (G@W) which is a tool that allows visual analysis of the data.

Listing and identifying gaps and areas for attention. It provides a better understanding of

clear gender dynamics present in the organisation and develop effective strategies to drive positive change with assertive initiatives to promote gender equality. Greater gender inclusion and equality in business.



FOR THE ENGAGE PHASE: TRAINING JOURNEY TOOL

A Training on inclusion and gender equality is more than just a training, it is a journey of reflection based on experiences, attitudes and awareness about the construction of social norms and their impact on personal lives and working relationships. It defies to expand horizons and rebuild environments of inclusive attitudes and actions.

The target audiences for the Training are: Trainers, Executive Leaders, Managers/Supervisors, HR Teams, Operational Teams and Trainees/New Employees.

All trainings have the common goal of raising awareness about gender issues and inspiring inclusive attitudes in the workplace. However, each target group has a specific objective at the end of the training, leading the company towards a more inclusive organisational culture with more equitable opportunities.

Trainers and Change Groups

Sustainability is only achieved when staff take the lead in processes of internal transformation. It is therefore important to have a designated change group to drive gender projects forward. and if possible, have a team of trainers trained in the Gender Tools who can work autonomously.

Executive Leadership

Leadership training aims to develop inclusive attitudes, create action plans and analyse the resources needed for implementation.

Managers/Supervisors

Training with managers aims to create an organisational culture including action plans and unite efforts for the initiatives prioritised by the company.

HR teams

Training work with the HR team allows policies and standards to be reviewed and best practices related to recruitment and selection to be discussed and implemented in advance.

Operational Teams

Training with operational teams aims to connect the team with the company's organisational culture and to recognise that they are the engine of change, driving transformation in an effective way.

Trainees/New Employees Aims to have an induction that enables them to get to know the organisational culture and team dynamics. Helps them to have more confidence and results in more engagement and accountability.

**FOR THE CREATE PHASE:
ACTION PLAN AREAS**

For this phase, a Theory of Change is developed in a participatory way, indicating Action Plans consisting of micro-actions to be carried out with the desired results in the short-medium and long term.

The 8 areas of attention for AN INCLUSIVE COMPANY:

Zero tolerance

WHAT IS IT ALL ABOUT?

Having a zero-tolerance policy for harassment means that the company does not tolerate any form of harassment in the workplace.

work environment. This involves establishing clear guidelines and strict standards to prevent, identify and combat harassment, whether it is sexual, moral, psychological or any other form of inappropriate behaviour. A zero-tolerance harassment policy reinforces the company's commitment to providing a safe, respectful and inclusive environment for all employees, and establishes severe consequences for offenders, including disciplinary measures and possible legal action.

TIPS ON WHAT TO DO

- Clearly delineate harassment and its different types;
- Establish a zero-tolerance statement for harassment;
- Develop clear guidelines on what constitutes harassment and what behaviours are unacceptable;
- Establish clear procedures for reporting and investigating cases of harassment;
- Create a safe and confidential environment for Staff to report incidents of harassment;
- Ensure there are fair and consistent consequences for infractors;
- Promote awareness and education about harassment through regular training;
- Promote a culture of respect, equality and inclusion throughout the organisation;
- Regularly monitor and evaluate the effectiveness of the policy and make adjustments as necessary.

Maternity and Paternity

WHAT IS IT ALL ABOUT?

A maternity and paternity policy in companies is a set of guidelines

and benefits that aim to support and promote gender equality, enabling both mothers and fathers to reconcile their family responsibilities with their work. This policy includes measures such as paid maternity and paternity leave, flexible working hours, breastfeeding support programmes, childcare assistance and other initiatives that encourage work-life balance. The goal is to ensure that both men and women have equal opportunities to care for their families and advance their careers, contributing to a more inclusive and equitable work environment.

TIPS ON WHAT TO DO

- Carry out a needs analysis of staff in relation to maternity and paternity;
- Set clear objectives for the policy;
- Evaluate and review existing policies;
- Develop a formal document detailing employee benefits and rights;
- Communicate the new policy clearly and involve staff;
- Monitor the implementation and fulfilment of the policy;
- Regularly evaluate the effectiveness of the policy and make adjustments as necessary;
- Remember to adapt these steps to the specific needs and contexts of your organisation.

Communication and Transparency

WHAT IS IT ALL ABOUT?

Non-violent and inclusive communication plays a key role in the workplace. These initiatives promote mutual respect, understanding and respect for each other.

collaboration between team members. By adopting a non-violent communication approach, individuals are encouraged to express their opinions and feelings assertively, avoiding the use of offensive or hurtful language. This creates a safe and welcoming environment in which all team members feel valued and heard. In addition, inclusive communication enables positive feedback.

and learning from mistakes and that all voices are considered and contribute to decision making and problem solving. This results in increased creativity, productivity and team cohesion, fostering a positive and healthy working culture.

TIPS ON WHAT TO DO

- Foster a culture of open and honest communication and support staff to develop communication skills through courses and trainings on assertive and non-violent communication;
- Establish effective and accessible communication channels for all staff;
- Utilise internal communication tools to share updates and relevant news;
- Encourage active participation of employees through feedback and suggestions.

Recruitment and Selection

WHAT IS IT ALL ABOUT?

Having an inclusive recruitment and selection system means adopting practices and policies that aim to ensure equal opportunities for all candidates, regardless of their origin, gender, race, age, sexual orientation or any other characteristic protected by law. An

The inclusive system seeks to minimise bias and prejudice, ensuring that all candidates are assessed in a fair and impartial manner, based on their skills, qualifications and experiences relevant to the position. This may involve reviewing selection criteria, widely publicising vacancies, adopting structured interview practices, training r e c r u i t e r s on diversity and inclusion, among other measures. The aim is to promote diversity and representativeness within the organisation, increasing the chances of hiring diverse talent and driving innovation and business success.

TIPS ON WHAT TO DO

- Review job descriptions to ensure they are gender neutral and free from bias;
- Use inclusive language in vacancy adverts and recruitment materials;
- Establish clear and objective selection criteria;
- Utilise diverse interview panels, including members from diFerent backgrounds and perspectives;
- Provide diversity and inclusion training for recruiters;
- Ensure that the selection process is free from bias and discrimination;
- Implement blind recruitment practices, removing unnecessary personal information in the early stages of the process;
- Create partnerships with organisations and groups representing diverse candidates;
- Promote internship and trainee programmes that target diversity;
- Regularly monitor and evaluate the outcomes of the recruitment process in relation to diversity and inclusion.

Training and Personal Development

WHAT IS IT ALL ABOUT?

By investing in personal development and staff training, the company reaps several beneFts. By promoting continuous training on gender issues and interpersonal skills, such as soFt skills, it is possible to build a culture of personal more inclusive and with an open mindset to innovation and adaptability. This can be achieved through of training, workshops, capacity building programmes, coaching and other initiatives that Strengthen the individual and collective competencies of employees, boosting the growth and improving the performance of the team.

TIPS ON WHAT TO DO

- Identify the training needs of the different teams;
- Create a recurrent training programme for constant updating;
- Encourage participation in events and exchange opportunities with other professionals;
- Introduce an eFective and reality-aligned coaching programme of the team.

Health & Wellbeing

WHAT IS IT ALL ABOUT?

Investing in health and well-being in a company means adopting measures and programmes that promote the physical, mental and emotional health of employees, aiming to improve their health. create a healthy and balanced working environment.

Investing in health and wellbeing also includes promoting an organisational culture that values self-care, resilience and work-life balance.

TIPS ON WHAT TO DO

- Health and well-being awareness programmes;
- Create plans for agile operations in health crisis episodes;
- Flexibility of working hours;
- Spaces for rest and relaxation;
- Encouraging the practice of physical exercise;
- Leave and benefits policies supporting health;
- Encouraging healthy eating;
- Postural health care;
- Work-life balance;
- Organisational climate surveys and regular feedback.

Career Plans

WHAT IS IT ALL ABOUT?

Creating career plans in a company means establishing clear guidelines and opportunities for employees to progress. These plans are structured to provide a deFinished path of development and growth within the organisation, taking into account the individual skills, competencies and ambitions of each employee.

By creating career plans, the company establishes a framework that allows employees to visualise and plan their professional growth, setting goals, objectives and milestones to be achieved over time.

The transparency of career plans also allows for the remuneration of and benefits are clear, so as to eliminate pay disparities. gender and ensure that remuneration is based on objective criteria and non-discriminatory.

TIPS ON WHAT TO DO

- Carry out an assessment of employees' skills and competences;
- DeFinish clear criteria for career progression, taking into account performance and potential;
- Offer opportunities for training and professional development on an equal basis;
- Create a succession plan to identify and prepare internal talent to take on leadership positions with an eye to gender diversity;
- Set goals for growth and progression, with clear milestones and measurable objectives;
- Develop a system of constant feedback.

Inclusive Leadership

WHAT IS IT ALL ABOUT?

Developing inclusive leadership means empowering a company's leaders to promote and cultivate a diverse, equitable and inclusive work environment. This approach aims to Strengthen leaders' skills and competencies so that they can lead in a conscious, sensitive and empathetic way, recognising and valuing the diversity and inclusiveness of their work.

diversity of perspectives, experiences and identities within the team.

TIPS ON WHAT TO DO

- Identify opportunities for inclusive leadership development, such as attending courses, workshops and conferences Promote refresher training. on the topic, following good practices in the area and trends related to inclusive leadership;
- Encouraging leaders to publicly demonstrate valued attitudes in the company, such as promoting

lunches with different colleagues to learn more about their trajectories and perspectives.

FOR THE MONITOR AND LEARN PHASE: MONITORING TOOLS

The implementation of action plans and trainings is incomplete without a continuous process of monitoring and learning, aiming to improve and adapt practices along the way. It is in this journey of improvement that we find the true value of the actions taken.

Some tools appreciated by MUVA to monitor and collect data on the performance of the activities are the Feedback Forms and the "voice of the participant" at the end of the implemented interventions.

Simply put, these tools analyse the **strengths and weaknesses of each intervention** and include the following questions.

1. Was the content of the training relevant to my work?
2. Did the facilitators encourage active participation of all group members?
3. Were questions encouraged and answered?
4. Group activities Were they used to complement learning?
5. Were the materials easy to understand and relevant?
6. After the workshop/training, my understanding of diversity and inclusion in the workplace... (Has improved/has it stayed the same/am I more confused)?

The monitoring system can be complex and bold in collecting qualitative and quantitative data, aligned with project objectives and indicators. However, even in the simplest systems, listening to the Feedback from those involved in the projects is essential.



Remember: each organisational context is unique and requires attention and sensitivity to understand and address the specific needs of each reality.

We hope this practical guide will inspire your company's journey.

MUVA

ABOUT THE MUVA TEAM



A diverse and multi-faceted team from various backgrounds, with experience in innovative methodologies for inclusion and gender equality and specialised in individual and collective development. Research-based methodologies and decolonial theories for inclusion, diversity and women's economic empowerment.



Local experience of recognising the human capital potential behind the gender imbalance and attracting new talent into diverse and inclusive teams with various private companies; public-private and organisations.



We develop customised tools to measure gender equity improvement in companies.



co-operation
German

giz Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH

