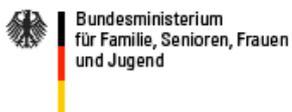




Project: Total E-Quality_Strategy
Further Development of the TOTAL E-QUALITY award

Gender Equality Awards and Competitions in Europe

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1 Introduction

In connection with its award-giving activities, the association TOTAL E-QUALITY Deutschland e.V. has a strong interest in sharing experiences with other European organizations that also give awards to promote equal opportunities for women and men. The association therefore already fosters contacts with institutions in other European countries.

As part of the “TOTAL E-QUALITY_Strategy” project, systematic research was conducted for the first time into the awards that exist in Europe for organizational and human resources activities that improve equal opportunities for women and men, and how TOTAL E-QUALITY fits into this context. How many institutions are there that offer awards? What strategies do they pursue? What successes have they achieved? Where do they encounter difficulties? What do the organizations and/or awards have in common? Are there differences?

Possibilities for cooperation and networking between organizations that offer equal opportunities awards or that run related competitions were also sounded out.

The results of this survey of the current status are based on various information sources:

- Online research
- Information from e-mail surveys conducted among relevant government ministries in European countries
- Information from contacts in the organizations via e-mail or over the phone
- Results of a standardized survey, carried out by the Sozialforschungsstelle, of organizations that offer equal opportunities awards
- International workshop with representatives of organizations that offer equal opportunities awards or that are interested in developing an award

About the available data

In recent years at least twenty organizations in seventeen European countries have been involved in offering awards to promote equal opportunities for women and men in the workplace. In addition there are numerous awards and competitions relating to diversity, corporate social responsibility and human resources management, but these were not considered in this analysis. Of the organizations that offer gender-based awards or competitions, it was possible to include a total of fifteen in the analysis based on the available data.¹

¹ Five organizations from Belgium, the Netherlands, Northern Ireland, Spain and Switzerland were considered only in passing or not at all.

These are the following institutions, which are described in more detail in the appendix.

Country	Name of the award/competition
Cyprus	New Routes for Women
Czech Republic	Company of the Year: Equal Opportunities
Finland	Equality Award
France	Label Egalité
Germany	TOTAL E-QUALITY
Greece	Top Five in Gender Equality in Greece
Latvia	Gender Equality Index
Luxembourg	L'action Positive
Norway	Gender Equality Award
Poland	Gender Index
Portugal	Equality is Quality
Switzerland	Equal Salary
Switzerland	Prix Egalité
United Kingdom	Athena SWAN Awards
United Kingdom	Opportunity Now

Many of the awards have only been established in the past five years.

The research results do not claim to be complete. It should be assumed that in addition to the organizations listed above, further equal opportunities awards or competitions are offered – for example by organizations, companies or associations that are active regionally. There are also special awards in other contexts. For example in Germany there is the special award for “Equal Opportunities for Women and Men” which has only been presented once as part of the “Germany’s Best Employers” awards.

2 Targets and target groups for the awards

All the organizations that were investigated pursue the goal of promoting equal opportunities for women and men in working life. An assessment of the following areas of action is of key importance for all the organizations:

- Recruitment and HR development (e.g. training activities for women)
- Corporate culture and raising management’s awareness of equal opportunities issues (e.g. a written corporate philosophy, awareness raising activities/training)
- Income of female and male employees
- Proportion of women and men in management positions
- Compatibility of career and family or work/life balance

The following areas of action were also identified in some cases: promotion of cooperation in the workplace, safety in the workplace, measures to prevent sexual harassment and secure jobs.

Private-sector companies are a key target group for nearly all the awards. Nearly half of the awards are aimed exclusively at private-sector companies, while the other half also includes other target groups. Two organizations (in the UK and Finland) offer awards exclusively to universities and research institutes.

Specifically, the target groups are as follows:

- Private-sector companies (with a distinction in some cases between small, medium-sized and large companies)
- Public authorities
- Universities
- Research institutes
- Adult education centers
- Other non-governmental organizations (NGOs)
- Individual people (rarely)

3 Requirements for the participating organizations

With the exception of three awards in which the awarding institutions (in this case government ministries) propose organizations that will take part, the organizations apply independently for the awards. These applications are usually based on a standardized questionnaire that is intended to provide information on the overall structure of the organization concerned. In some cases additional material may supplement the questionnaires, such as statistics, brochures or further descriptions of programs. The questionnaires ask about the areas of action mentioned above. Most of the questionnaires are primarily designed for the areas of action that apply to profit-making enterprises. However, some questionnaires also take into account the interests of academic, scientific and research institutions, for example by requesting statistics about students in addition to the employee data.

Most awards have different application procedures depending on the target group. For example, in some cases the amount of material required for the application or the participation fee depends on the size of the company. A distinction is also made between different sectors, for example different information is expected from private-sector companies, associations, public authorities and academic, scientific and research institutions. The different procedures are usually not mentioned on the certificate that is awarded. Rather, all organizations receive the same certificate.

One exception is the two organizations in the UK. They actually give different awards as well as requiring different applications from the various target groups.

- The “Opportunity Now” competition offers nine individual awards for various target groups with very specific requirements, e.g. for private-sector companies or educational institutions. Unlike all other awards, in this case the organizations (and a few individual people) are given an award for

implementing a particular program for the advancement of women, rather than for a gender-neutral organizational structure in general.

- In the case of “Athena SWAN”, which is only open to universities and individual faculties, there are bronze, silver and gold awards. A notable feature here is that individual faculties can only apply if their university as a whole has already received a bronze award. The thinking behind this is that it is impossible for individual faculties to create a gender-neutral environment without the backing of the whole university.

A central idea in most of the awards is the desire to honor and generate publicity for outstanding organizations that are examples of good practice. Hence the measures that the applicants have implemented and planned should have an innovative character if possible, in addition to going beyond what is required by law in the respective country. Measures can also be cited that have not been implemented yet but which are planned for the future. One organization (Czech Republic) cites the transferability of examples of good practice to other organizations as an important criterion, which underlines its goal of contributing to the spread of equal opportunities measures through the award.

4 Selection process

The applications often go through several phases, e.g. evaluation of the documents by a group of experts and a decision by a jury.

Three organizations also check the application documents by interviewing representatives of the organization that submitted the application (Finland, Portugal and the Czech Republic). The German organization only uses interviews to check up on applications in exceptional cases, i.e. if the applicant’s information seems implausible.

There are two awards (UK: Opportunity Now, Switzerland: Prix Egalité) where the candidates go through a particularly large number of rounds.

In the UK the evaluation team makes a preliminary selection from all the applicants. In contrast to the other awards/competitions where the jury also judges the finalists based on the submitted application documents, in Opportunity Now the finalists also have to give an oral presentation to the jury.

The application process for the Swiss award is similar. In this case there is another, earlier round: the application process starts with an equal opportunities survey among companies and public authorities. Only the organizations that achieve the best scores in the survey are invited to apply for the award via a more extensive questionnaire. Finalists are then selected from these applications, who in the final round have to present themselves to the jury for selection interviews.

Most organizations suggest that applicants should assemble a group of people who perform different roles within the candidate organization to fill out the application documents. However, there are generally no rules concerning the composition of this group. Only in Greece was the questionnaire developed explicitly for HR managers. Hence in most cases it is not clear to what extent the information also reflects the view of employees or only the view of management.

Three organizations (in Latvia, Luxembourg and Poland) use employee questionnaires to assess the candidate organization in addition to the information they obtain from HR managers.

In Latvia both the HR departments and a random selection of employees fill out standardized questionnaires.

The Luxembourg award is used to develop and implement equal opportunities policies and measures. To this end, in particular the subjective perceptions of employees are compared with the actual situation in the company. On the one hand this is achieved by conducting an employee survey. On the other hand the candidate organization makes extensive company data available that reveals the real situation, e.g. the difference in pay between female and male employees. The results of the two surveys/analyses are compared with each other and provide the basis for drawing up equal opportunities policy measures for the respective company.

The Polish method is based partly on information from HR departments and partly on employees' assessments of the situation. This method has a special feature not present in all the other methods: the employees who respond to the survey can give a weighting to individual areas of action according to their personal interests. In other words, they can give a higher priority to one area of action (e.g. compatibility of career and family) than to another (e.g. expansion of available training opportunities). Information about the areas of action that are classed as important is then given a stronger weighting in the evaluation than information about the areas that employees personally found to be less important.

One organization (Switzerland: Equal Salary) selects the winners based on quantity and quality analyses. First of all, a quantity analysis looks for any inequalities in pay, taking into account specific characteristics of the employees such as their education/training and length of service, the job requirements and the level of training needed. In a more detailed analysis, problem areas are noted and the applicants are called upon to implement solutions to these problems. If the level of discrimination that is found is below a certain percentage, the company is allowed through to the second certification phase. In this phase, a certifying body conducts an audit, i.e. it checks whether the management of the company is committed to equal pay, whether the measures are implemented in practice by HR managers, and whether effects are seen among employees.

5 Anticipated benefits for the participating organizations

Participation in the awards is intended to support the candidate organizations both in their internal development and in their external communication. Thus a number of the institutions have developed their questionnaires so that the organizations' progress in equal opportunities can be ascertained and any weaknesses identified. In the case of Luxembourg, employee questionnaires are used to help to verify this.

Some organizations publish case studies on the winning organizations on their own website or in printed publications. This is used firstly to support a positive external image for the award winners and also to spread these good examples.

One organization (Switzerland: Prix Egalité) has teamed up with a newspaper that profiles the winning organizations.

Some organizations (at least, those that hold competitions) limit the number of possible winners, whereas others (those that give awards) will give awards to all applicants that meet the requirements. In some cases in competitions with a limited number of winners, ranking is used. However, in most cases the winning organizations are published without a ranking. Nevertheless, outstanding measures are often specially highlighted here too, for example via a case description on the website of the organization that presents the award (as is the case in Germany).

6 Strategies of the awarding organizations

Various forms of organization are represented among the bodies that give awards: one-third of awards are issued respectively by governments, non-governmental organizations (NGOs), or a different type of organization. Although most awards are officially offered by only one organization, most of them cooperate with at least one additional organization. Usually organizations of different types join forces, e.g. a government organization with a private-sector company or an employee association.

This partnership offers various advantages from the point of view of the organizations.

The target groups are reached more effectively: every organization (e.g. government agencies, NGOs, private enterprises or industry associations) has access to different communication channels and contacts and can exploit these specific capabilities. The inclusion of media such as newspapers or business magazines also seems promising in this respect, as can be clearly seen in Switzerland (Prix Egalité): the Swiss Commercial Association (KV) cooperates with a newspaper which firstly helps launch the competition and later on profiles the winning companies.

The partners' financial resources can be more easily pooled in this way, as in Greece, for example. Here the lead body cooperates with four other bodies, thereby securing diverse sources of income (including support from government, enterprise, members and donors).

People with different specialist backgrounds are brought together, which results in greater diversity in the organization and implementation of the awards. This is also seen in the inclusion and composition of the juries: often they comprise not only qualified gender or diversity experts but also high-profile individuals from various areas of business and research.

Finally, partnerships allow a division of tasks and responsibilities. For example, one organization officially offers the award whereas another organization or group of experts carries out the evaluation process. This model is seen particularly in the awards that are officially presented by a ministry. There are various different reasons for sharing out the work. For example, those ministries that assign the evaluation and assessment to another organization or group even though they offer the award themselves evidently see their own task as being to

initiate the award and (co)finance it. Implementation is therefore assigned to specially qualified organizations or experts, which guarantees a high level of professionalism and quality for the awards. In France, for example, a private certification company is in charge of the evaluation; in Norway, a selected group of female experts.

But other (non-governmental) organizations also divide up the official awarding, the evaluation and the assessment of candidates between different committees, for example by calling in a jury. This is based on the desire to achieve the highest possible level of professionalism, objectivity and diversity.

Only some of the juries are independent of the awarding organization, as is the case in Germany. Here the jury comprises prominent people from the business and research communities who, although they evaluate the application documents according to the awarding organization's specifications, are not tied to the organization.

In other cases (some of) the jury members are also members of the awarding organization.

Two organizations (in France and Portugal) deserve a special mention in respect of their juries. Firstly they are very large compared to the others in terms of the number of jurors (15 and 27). Secondly some of the jury members are members of the awarding organization, while some are members of other organizations, which ensures the effective inclusion of all the partners. In Portugal a total of five organizations are represented on the jury. In France the jury comprises in equal number representatives of the awarding ministry, of an employee association and of an employer association.

Financing the awards

One-third of the awards are financed entirely by government ministries. In these cases their future existence is assured through this funding.

Overall, for most organizations, the financing currently appears to be reasonably stable, although not unproblematic. First of all, they depend on multiple sources for their financing, such as ministries, EU grants, participation fees, members' contributions and/or sponsorship by private enterprise. Secondly, funding from the ESF is only provided for a limited time, with the result that in the long term organizations will have to find other sources of financing. One organization (in Poland) was unable to continue running the competition once financing from the ESF ended as no other financing was obtained. On the other hand, another organization (in the UK) was able to secure its continued existence once ESF funding ended through the financial support of two organizations. One of these is associated with the government and had previously been involved in setting up the awarding organization.

7 The role of governments and the EU

Individual ministries in the national governments or the EU (to differing extents) were involved in nearly all the awards and competitions.

Most frequently this took the form of providing financial support to the organizations. Nearly all the organizations are or were subsidized or wholly financed by ministries or the EU (via the European Social Fund (ESF)).

Government bodies are also involved in the initiation of the awards and competitions. In more than half of cases, the development of the award was initiated by a ministry and the awards have been coordinated since that time by the ministry, or a ministry was involved in setting up an awarding organization.

Some ministries present the awards themselves. Often they are performing more of a representative role in these cases, as they are not always involved in the implementation of the awards.

A number of organizations are supported in non-material ways, for example the ministries refer to the awards in publications, or individual high-profile members of government get involved in the organizations' committees, as for example in the board of trustees for the German award.

8 European perspective

As well as the analysis of common features and differences in the equal opportunities awards in Europe, the international research was also aimed at elucidating the following questions: Are the organizations that are involved in equal opportunities awards in contact with each other? Is there any form of systematic exchange or networking between them or is there a need for this? Are the organizations interested in international cooperation and what form might this cooperation take? Is there a need for an award for the whole of Europe? Are the organizations interested in developing such an award?

In order to look into these questions, the representatives of the organizations in Europe were invited to a joint workshop at the Sozialforschungsstelle Dortmund. The response to the invitation was extremely positive. Many of the invitees showed an interest in taking part in the workshop. Some of those who were unable to take part asked to be informed of the outcomes of the discussion later on. A number of representatives of award institutions in Germany, Luxembourg, Norway, Poland, the Czech Republic and Cyprus accepted the invitation. There were also participants whose organizations are interested in developing an equal opportunities award (Lithuania, Austria, and Switzerland).

During the discussion it emerged that the participants do not see an urgent need to develop a standardized award for candidate organizations from across the whole of Europe. There are probably several reasons for this: firstly, to develop and implement an award that was open to applicants from every country in Europe would require considerable organizational effort. A wide range of national interests would have to be brought into harmony, and the appreciable financial resources required would have to be secured. Secondly, an award for the whole of Europe might be in competition with the national awards and ultimately supplant them.

While a European award in place of the national awards is not currently desired, one alternative would be perfectly conceivable: an award that is open to

applicants from across Europe but is designed to complement the national awards.

In this case the application for the pan-European supplementary award could be based, for example, on winning a national award. A similar effort has already been made in Northern Ireland, where winners of the Northern Ireland award qualified for participation in the award for the United Kingdom as a whole.

The idea was discussed of developing a European award from a network (that has yet to be formed) of European organizations. It would also be conceivable that organizations that so far have only offered national awards could extend their radius of action to other European countries. So far none of the organizations has attempted this. Germany is the only country where there is an extra award that is now also offered in other European countries.² An expansion at the European level is also currently being considered for the Swiss Equal Salary award. All the other organizations are geared to their target groups in their home countries.

Although the development of an award for the whole of Europe (either instead of the national awards or complementing them) is not currently planned by the awarding institutions, there is definitely a desire for such an award among the target group – at least among the winners of the German TOTAL E-QUALITY award. This is seen in the results of an online survey that was conducted as part of the project.³

There is a high level of interest among respondents from both the business and the research communities: around seventy per cent would be interested in applying for a European award. Respondents in business associate an international award with, among other things, positive effects on overseas relationships and a strengthening of their own position in the (international) competitive environment. They also see it as being more significant than a national award. Respondents from the academic, scientific and research communities anticipate the following benefits: positive effects on reviewers/appraisers in other countries, a stronger incentive for female academics from other countries to apply for professorships in Germany, and the possibility of reducing the amount of paperwork associated with applying for external funding that is required to prove specific equality measures.

While representatives of the awarding institutions tend to take a critical view of a European award, they express a strong interest in sharing ideas and experiences with other organizations. So far there have apparently been no efforts to organize a network or even partnerships between institutions that offer equal opportunities awards. Consequently the workshop participants were all the more interested in having the opportunity to network at the meeting and staying in contact in future.

² berufundfamilie gGmbH has developed the European “work and family audit” based on the German work and family audit (audit berufundfamilie). This is awarded in Italy, Austria and Slovenia. Other countries are in the development phase (source: <http://www.beruf-und-familie.de/index.php?c=23>).

³ The subject of the survey was primarily an evaluation of the TOTAL E-QUALITY award by the award winners. However, it also contained questions concerning the development of an award for the whole of Europe.

Feedback from the workshop participants was entirely positive – they thought that a further exchange of experiences would be very useful and desirable. For all the participants, networking is an important goal for the future. A network is desired which would bring together the organizations that already offer awards as well as those that are planning an award. This would allow established and experienced organizations to communicate with and learn from each other, while young organizations that are planning an award would get support.

It became clear during the discussion that the organizations think it is unrealistic to build and maintain a network of this kind without a permanent office to coordinate the network. Since the development of a network and its financing remain completely open questions at present, however, all participants should be asked for ideas as to where and what forms of funding and support might be available for this project.

In Germany and the EU there are various different funding bodies to which a project application could be submitted. Their current programs and priorities are being investigated at the moment. The aim is to submit a project application to a project sponsor in autumn 2008, in consultation with the ministries that are involved and together with the interested organizations.

About the organizations that currently do not offer awards

Some organizations (Finland, the Netherlands, Northern Ireland, Austria, Poland, Switzerland) currently do not offer an equal opportunities award. There are various reasons for this:

In Finland, no companies have received an award since 2005 because none have satisfied the conditions. This is particularly surprising since in this case there must be a relatively high number of potential participants: nominations are based on an equal opportunities plan that all companies with twenty-nine or more employees have to produce. Partner associations and trade union organizations can also be proposed. The organizers could not identify the reasons for the fall in the number of suitable companies.

Two organizations (in Northern Ireland and the Netherlands) which still offered awards to promote equal opportunities for women and men when research began (at the end of 2008) now have a different focus. Both were formed in connection with the UK's Opportunity Now initiative and offered awards that were similar to those offered by the original organization. Little information about the Dutch organization is now available. On the other hand, the Northern Irish organization is still active but it now focuses on supporting local businesses in the implementation of corporate social responsibility. The subject of the advancement of women does not explicitly surface here. The organization still presents awards, but they relate to business management in general as do the case studies and best practice examples that are published online. Also, these awards are not the focus of activities like they are for most of the other organizations. The development of the Northern Ireland organization on the whole suggests a reorientation in favor of general management strategies and away from the advancement of women, rather than a lack of financial resources.

In Austria, an attempt to establish "TOTAL E-QUALITY" was abandoned some time ago.

The Polish competition was stopped due to a lack of financial support once ESF funding ended, although the institution that ran the competition has a clear interest in continuing it and many organizations took part in the competition.

In Switzerland there was the “Frau am Bau” (Women in Construction) award, which was aimed at businesses in the planning and construction industry and ran from 1996 to 2001. This was financed by the Swiss Equality Office with funding provided under the Swiss Equality Act. The award was developed as part of a project run by the trade union Gewerkschaft Bau und Industrie (GBI), the association Planung, Architektur, Frauen (P.A.F.) and the Swiss Association for Women’s Rights. It was implemented in a similar way to an audit: to keep the barriers to participation low, the requirements for the first competition were relatively lax. Even companies that were in the initial stages of their equal opportunities measures received the award. A year later, checks were made to see if the planned measures had been successfully implemented and the validity of the award was extended for another year. A total of seventy companies received the award, including many small architectural and planning businesses. A conference was held as part of the project and a handbook for planning and construction businesses was produced along with a set of guidelines that included a checklist. Despite this great success, the Swiss Equality Office did not continue funding the project and the award was discontinued. The award had to be discontinued since no other organization took over sponsorship of the project and the award.

About the institutions that are currently planning awards

Both the Greek and the Cypriot organizations, whose competitions have only been held once so far, are planning to repeat them. They expect to continue to receive financial support from the ESF.

The existing award for businesses and ministries in Latvia is set to be developed further, while an additional award is planned for public authorities.

In Lithuania there is currently a lot of interest in developing an award. One representative of the organization concerned took part in the workshop and expressed great interest in participating in an international network to be developed in future.

In Austria the Federal Ministry for Transport, Innovation and Technology (BMVIT) will present a “Gender Award” to projects from two funding programs for the first time in 2009. The award is intended to create an incentive to increase the currently low proportion of women scientists in research and technology programs. At the same time the award aims to highlight examples of good practice and the importance of equal opportunities and gender issues in research and development. The award is given to projects that are implemented with the significant involvement of women or in which relevant gender aspects play a central role in the research content. The ministry provides EUR 250,000 for the award, although the prize is shared between the various winning projects.

9 Summary – where does the TOTAL E-QUALITY award fit in the European context?

On the whole, the organizations described here have more in common with each other than they have differences. Most are very similar in their methods (e.g. in their strategies for financing the organization) and in how they implement the award (e.g. application based on a self-assessment tool). Half of the awards are aimed exclusively at private-sector companies, while the other half has a broad range of target groups. The main difference is in the number of organizations that are given awards: whereas some institutions have only given awards to between one and five organizations (which is due among other things to their limiting the number of possible winners), one organization (in Germany) has given awards to more than 160 candidate organizations.

With all these common features, the German TOTAL E-QUALITY award is no exception. It has a number of correspondences with the other awards, specifically relating to:

- The aims of the association (promoting equal opportunities for women and men in the workplace)
- The target group for the award (businesses, universities, research institutes, non-governmental organizations, public authorities)
- The award is based on a self-assessment tool
- The subjects and areas of action covered within the application documents (e.g., human resources development, compatibility of career and family, promotion of cooperation in the workplace, institutionalization of equal opportunities activities)
- The evaluation process (e.g. the incorporation of a jury)
- The use of multiple sources of financing (participation fees, members' contributions, government support)
- The role of the national government in establishing and financing the organization

Two main points distinguish TOTAL E-QUALITY Deutschland e.V. from the other organizations. Firstly, it is one of the organizations that has offered its award for many years. The award has also been offered continuously over this time, with the result that the association now has a considerable head start over younger organizations in terms of experience. Secondly, a comparatively large number of organizations have already received the award. Only the organizations in the UK (Athena SWAN), Finland, Luxembourg and Portugal have similarly long experience, although they have given awards to significantly fewer candidate organizations.

All in all, the TOTAL E-QUALITY association and award are among the most established in Europe. The method and orientation agree with those of the other organizations in many respects. Nevertheless, the association and the award itself do have some specific individual features.

These common features in the objectives and approach, combined with the individual traits of the organizations and awards, form an excellent basis for a systematic and sustained exchange of experience among the organizations in Europe. It can be expected that TOTAL E-QUALITY in particular would gain considerable advantages from international dialog – especially since its target groups in particular would be interested in an award with pan-European reach. Thus the award is comparatively well established, while the target groups think that the self-assessment tool is high quality and highly beneficial. TOTAL E-QUALITY could therefore surely offer valuable advice to less experienced organizations, in respect of its many years of experience and the application tool. On the other hand, other organizations, e.g. in Poland and Cyprus, noted significantly more applications from the SME target group. A comparison of the marketing strategies of these awarding institutions and an analysis of the economic structures in those countries could provide information about the various successes of the awards.

Outlook

Overall, the research showed that there is great interest and increasing urgency associated with the subject of equal opportunities in working life. The majority of the awards were only developed in the past five years, which reinforces this assumption. Countries in central and eastern Europe also display a clear interest in introducing equal opportunities awards.

In future, in view of developments in the European region, the significance of individual awards has to extend beyond national boundaries if they are going to endure. The organizations are faced not only with an increasing flood of new equal opportunities awards in other European countries, they are also competing in their own country with diversity awards that are also becoming more and more established. Hence there is an urgent need to look into the question of the extent to which an increase in the significance of the German award in the international arena is desired, and how this can be achieved.

As the workshop showed, there is clear interest in and an urgent need for international dialog between the organizations. In order to continue to promote equal opportunities for women and men in the workplace (in Europe), it ultimately seems to be essential for there to be a networking of the organizations that are active in the individual countries (e.g. in the form of an umbrella organization). In future, therefore, the interested organizations should see networking as a primary objective and sound out the possibilities for developing an international network.

10 Appendix 1: Short descriptions of the individual countries

1 Cyprus

Country	Cyprus
Implemented as:	Competition
First awarded:	2007
Name of the award:	New Routes for Women
Presented by:	Larnaca District Development Agency
Responsible for implementation:	Larnaca District Development Agency
Target group:	Businesses, universities, research institutes, training institutes, public authorities, NGOs, individual people
Tools:	Self-assessment tool
Categories for various target groups:	None
Number of organizations receiving an award:	3

Short description / special features

The competition was conducted and funded under the EQUAL initiative. Around 350 companies took part, including many small and medium-sized businesses.

The organization is planning to hold the competition again. At the same time, the possibility of taking part is to be limited to one time per company.

(Sources: questionnaire, information given in person at the workshop)

2 Czech Republic

Country	Czech Republic
Implemented as:	Competition
First awarded:	2005
Name of the award:	Company of the Year: Equal Opportunities
Presented by:	Gender Studies (NGO / non-profit organization)
Responsible for implementation:	Gender Studies (NGO / non-profit organization), independent jury
Target group:	Businesses
Tools:	Self-assessment tool, interviews
Categories for various target groups:	Different awards for SMEs and large companies, but application documents are the same
Number of organizations receiving an award:	19

Short description / special features

The competition is held by a non-profit organization.

Initially it was funded by various governmental organizations and companies to varying extents. However, it is currently making considerable efforts to secure continued funding.

The target group is companies of any size in any industry. As well as the award for the five best companies, in some cases a special award is given for innovative programs.

The theme that the competition has been oriented to has changed each year so far, e.g. work/life balance or family-friendliness. However, equal opportunities for men and women has now become established as the theme.

(Sources: questionnaire, information given in person at the workshop)

3 Finland

Country	Finland
Implemented as:	Award
First awarded:	1998
Name of the award:	Equality Award
Presented by:	Minister for equality and ombudsman for equality
Responsible for implementation:	Office of the ombudsman for equality (simultaneously acts as the jury)
Target group:	Businesses
Tools:	Evaluation of companies' obligatory equality plans
Categories for various target groups:	None
Number of organizations receiving an award:	19

Short description / special features

Since 1995 every business with more than 29 employees has had to submit an equality plan to the minister and ombudsman for equality. This contains details about pay levels for male and female employees, for example. It forms the basis for receiving the "Equality Award", which is given for outstanding and model measures and projects. The equality plans are evaluated under the direction of the ombudsman.

The aims of this award are to honor committed companies and at the same time promote their external image, to spread good examples of the successful implementation of equality measures in practice and to generate public interest in the subject area.

The award is one of the oldest awards described here. So far nineteen businesses have received the award.

The last time the award was presented was in 2005. Since then no companies have satisfied the requirements. However, the contact person stresses that the ministry would still like to give awards to suitable companies if more can be found. Thus the ministry is continuing to support this award for model businesses. (Sources: questionnaire, information given in person)

4 France

Country	France
Implemented as:	Award
First awarded:	2004
Name of the award:	Label Egalité
Presented by:	Ministry for social cohesion and equality
Responsible for implementation:	AFNOR Certification (certification body), jury
Target group:	Businesses
Tools:	Self-assessment tool
Categories for various target groups:	Participation fee and extent of application documents depend on size of company
Number of organizations receiving an award:	40

Short description / special features

The Label Egalité is awarded by the ministry for social cohesion and equality. The actual implementation is carried out by a certification body and a fifteen-person examination commission. This comprises five people in each case from the ministry, an employee association and an employer association.

The target group is private-sector companies. Depending on the size of the company they pay a participation fee of between EUR 1250 and EUR 3500.

The extent of the application documents also depends on the size of the company.

If the application is refused, a company must wait six months before it can apply again.

A special feature compared to the other awards is that an award-winners' club has been set up and there is an equal opportunities barometer of the members of this club. At the request of the winning companies, the organization set up an award winners' network, the "Club du Label Egalité". This offers members the opportunity to meet with other award winners every three months and take part in working groups. The club is represented by two elected ambassadors and a spokeswoman. Club members have also developed an equal opportunities barometer. The aim of the barometer is to provide information on the development of equal opportunities in the member companies. It is updated every year. (Sources: questionnaire, information given in person, website: <http://www.arborus.org/Label-Egalite>)

5 Germany

Country	Germany
Implemented as:	Award
First awarded:	1997
Name of the award:	TOTAL E-QUALITY
Presented by:	TOTAL E-QUALITY Deutschland e.V.
Responsible for implementation:	TOTAL E-QUALITY Deutschland e.V., independent jury
Target group:	Businesses, universities, research institutes, public authorities, educational institutions, non-governmental organizations (NGOs), etc.
Tools:	Self-assessment tool
Categories for various target groups:	Different application documents for business and academic, scientific and research organizations (also public authorities, etc.)
Number of organizations receiving an award:	161

Short description / special features

The award is offered by the non-governmental organization TOTAL E-QUALITY Deutschland e.V. This association receives sporadic support, i.e. in individual projects, from the German Federal Ministry for Family Affairs, Senior Citizens, Women and Youth. The award is based on a self-assessment tool that was initially designed for candidate organizations in the private sector, but was developed further in 2001 for universities and research institutes.

This association has given awards to the most organizations, compared to the other awards.

The award is applicable for three years. After this time a new application must be submitted.

(Source: questionnaire, information given in person at the workshop, website: <http://www.total-e-quality.de/>)

6 Greece

Country	Greece
Implemented as:	Competition
First awarded:	2007
Name of the award:	The best five companies for equal opportunities
Presented by:	ALBA Graduate Business School
Responsible for implementation:	ALBA Graduate Business School (lead management), employer association (SEV), secretariat general for gender equality and the interior ministry
Target group:	Businesses
Tools:	Self-assessment tool for HR managers
Categories for various target groups:	None
Number of organizations receiving an award:	5

Short description / special features

The competition was held for the first time in 2007 as part of a project supported by EU EQUAL.

The target group was companies of all sizes in all industries. However, it can be assumed that most of the interest in the competition came from large companies, or that these had the greatest chances of winning: the five winners include three multinationals – Shell, BP and McDonald's – along with two Greek companies.

This organization is the only one that explicitly states that the questionnaires, which form the basis for the application, should be filled out by human resources managers.

Compared to the other organizations, this organization is financed from the most varied sources: support from the government and European Social Fund (via the EQUAL initiative), businesses, members' contributions, participation fees and donations.

The organizers of the competition express satisfaction at the response from the target group, media and state representatives. Financing still appears to be stable, with the result that there are plans to hold the competition every year.

(Sources: questionnaire, information given in person)

7 Latvia

Country	Latvia
Implemented as:	Award/index
First awarded:	2006
Name of the award:	Gender Equality Index
Presented by:	Ministry for social affairs
Responsible for implementation:	Ministry for social affairs
Target group:	Businesses, ministries, planned for (municipal) public authorities
Tools:	Self-assessment tool for HR departments/management
Categories for various target groups:	Different application documents depending on target group, number of employees to be surveyed depends on size of the company/ministry
Number of organizations receiving an award:	1

Short description / special features

The award and the index were developed as part of a project supported by the European Social Fund. A ministry is responsible for giving and implementing the awards.

The target group is large companies and ministries. They each have their own index.

An employee survey forms part of the application. The number of employees to be surveyed for this depends on the size of the company/ministry.

So far the award has been presented once (to one company). A total of thirteen companies took part. The number of ministries is not known.

The ministry would like to continue to offer the award and is currently planning to develop the index for companies and set up another index for (municipal) public authorities.

(Source: questionnaire, information given in person)

8 Luxembourg

Country	
Implemented as:	Award/audit
First awarded:	1993
Name of the award:	L'action Positive
Presented by:	Ministry for equal opportunities
Responsible for implementation:	Expert group/consortium ACORD
Target group:	Businesses
Tools:	Checklist and operational analysis
Categories for various target groups:	None
Number of organizations receiving an award:	14

Short description / special features

The Luxembourg award differs from the other awards in many respects. It is financed by a ministry and is somewhat similar to an audit. The process leading to the award is accompanied and supported by an expert consortium. Via a checklist and preliminary interviews, the participating companies are selected in advance. The successful businesses receive a prize of EUR 12,500 with the award.

The target group is companies of all sizes in all industries. The aim is to develop and implement equal opportunities policies and measures in the company. Certification is based on two surveys: firstly business data that is provided by the company itself, and secondly an employee survey.

(Source: questionnaire, information given in person at the workshop)

9 Norway

Country	Norway
Implemented as:	Award
First awarded:	2007
Name of the award:	Gender Equality Award
Presented by:	Ministry for education and research
Responsible for implementation:	Committee for Mainstreaming – Women in Science (also acts as a jury)
Target group:	Universities and research institutes
Tools:	Self-assessment/description of equality measures and action plans
Categories for various target groups:	None
Number of organizations receiving an award:	2

Short description / special features

This award is officially presented by a ministry. However, a committee is responsible for its implementation. This comprises five women in senior academic positions.

Unlike the other awards, this award is not aimed (only) at promoting gender-neutral structures in the participating organizations. Rather, this is seen as a precondition for the actual goal, which is to increase the proportion of women in academic positions.

Along with the award, the winning organizations receive a monetary prize of approximately EUR 230,000. Since one or more organizations receive the award at the same time, the prize may be shared.

The award is based on action plans, i.e. details of existing and planned equality measures. The prize that is received is therefore intended to be used for the implementation of these planned measures.

(Sources: questionnaire, information given in person at the workshop, website: <http://kvinneriforskning.no/english/award/>)

10 Poland

Country	Poland
Implemented as:	Competition
First awarded:	2006
Name of the award:	Equal Opportunities Company
Presented by:	United Nations Development Programme (UNDP)
Responsible for implementation:	Gender Index Project, independent jury
Target group:	Businesses
Tools:	Self-assessment tool, detailed analysis/survey tool: Gender Index
Categories for various target groups:	Different application documents for SMEs and large companies
Number of organizations receiving an award:	20

Short description / special features

The competition took place once as part of a project financed through the ESF. Participation is based on a self-assessment tool that is intended to survey both the level of development in the participating companies, and employees' opinions.

A special feature of this tool is that in the survey, employees are able to give a weighting to the information they provide for particular areas of action. That is, they can give a higher priority to an area of action that is important to them, e.g. compatibility of career and family, than to another such as training courses for women. Then, in the evaluation, these areas are given a stronger weighting than the others.

The competition was originally aimed at large companies. Successful participation and winning the award was meant to create positive publicity, particularly for these large companies. However, contrary to expectations, a relatively large number of small and medium-sized companies entered.

The competition could not be continued once financing from the ESF ended as no other financing was obtained.

(Sources: questionnaire, information given in person at the workshop, publication "The Equal Opportunities Company (2007): Good Practice Guide. Warsaw", website: <http://www.genderindex.pl>)

11 Portugal

Country	Portugal
Implemented as:	Award
First awarded:	2000
Name of the award:	Equality is Quality
Presented by:	Commission for equality in work and employment (CITE)
Responsible for implementation:	Commission for equality in work and employment (CITE) (also acts as jury)
Target group:	Businesses, public service organizations/institutions, NGOs
Tools:	Self-assessment tool
Categories for various target groups:	No
Number of organizations receiving an award:	Not known

Short description / special features

This award is one of the oldest awards and competitions described here. In its orientation and methods it is very similar to other awards, e.g. the German award.

One special feature is the inclusion of participants from various different organizations, e.g. in the evaluation of applications.

With a total of 27 members, the jury is the largest of all the awarding organizations. Five different organizations are represented on the jury.

(Sources: questionnaire, information given in person, website:
<http://www.cite.gov.pt/>)

12 Switzerland

Equal Salary

Country	Switzerland
Implemented as:	Award/certificate
First awarded:	2007
Name of the award:	Equal Salary
Presented by:	Equal Salary
Responsible for implementation:	Research institute for employment at the University of Geneva (OUE), "Société générale de surveillance" (SGS) (certification body) (the latter also acts as a jury)
Target group:	Businesses, public authorities, probably other organizations as well
Tools:	1. Quantity analysis (regression analysis); 2. quality analysis (audit)
Categories for various target groups:	None
Number of organizations receiving an award:	Not specified

Short description / special features

The certificate was developed as part of a project that receives financial support from the Swiss federal government under the Swiss Equality Act. Certification is carried out by Equal Salary together with the research institute for employment at the University of Geneva and a certification body (SGS).

The certificate differs from the others in so far as it is awarded to companies solely on the basis of one area of action, namely wage equality for female and male employees. For this, an analysis is carried out in two phases.

In the first phase, a quantity analysis is performed to ascertain levels of pay and differences in pay between female and male employees. At the same time, specific characteristics of the employees, such as their education/training and length of service, job requirements and level of training needed are taken into account. In a second analysis a list of problem areas is drawn up. Based on this, the OUE compiles a report for the company and the certification body. The problems that the report lists must be dealt with and improved by the company itself. If the level of discrimination is below a certain percentage, the company is allowed through to the second certification phase.

In the second phase, the quality analysis, the certification company carries out an audit. This examines whether management is committed to wage equality, whether the efforts of HR managers are implemented in practice, and whether effects are seen among employees.

The certificate is applicable for three years. Audits are carried out again after the first year and after the second year. The certified companies are listed in a register. If they do not apply to be recertified after three years, they are deleted from the register.

The certificate is financed in part via a participation fee, which depends on the structure and size of the company.

(Source: publication: "Swiss Confederation (2006): Certification of equality-friendly companies and other incentives for employers to promote the equality of women and men" (Zertifizierung gleichstellungsfreundlicher Unternehmen und andere Anreize für Arbeitgeber, die Gleichstellung von Frauen und Männern zu fördern). Report of the Swiss Federal Council (Bundesrat) implementing decree 06.3035, Leutenegger Oberholzer: pp 10 ff., website: <http://www.equalsalary.ch/>)

Prix Egalité

Country	Switzerland
Implemented as:	Competition
First awarded:	2000
Name of the award:	Prix Egalité
Presented by:	Swiss Commercial Association (KV)
Responsible for implementation:	Swiss Commercial Association (KV), ks-kommunikation (PR agency), independent jury
Target group:	Businesses, public authorities
Tools:	Self-assessment tool, interviews
Categories for various target groups:	Different award depending on target group
Number of organizations receiving an award:	15

Short description / special features

The Prix Egalité is awarded by the Swiss Commercial Association (KV). The association is supported by a Swiss newspaper that helps to launch the competition and profiles the winning organizations.

The competition is conducted in several stages. First of all the association publishes an equality questionnaire. Based on the returned questionnaires, a PR

agency selects the best companies and specifically asks them to apply for the award by completing a more detailed questionnaire. Based on this application, the agency makes a preliminary selection for the jury, which invites the finalists to selection interviews. Finally the jury makes its decision based on the application documents and the interviews.

The last time the competition was held, 246 companies responded to the general survey and returned the questionnaire. Twenty-seven of these were asked to apply for the award. Sixteen companies took up this invitation.

For each category and round of the competition, only one organization can receive an award. The winners receive a cash prize of around EUR 2,000. The prize is awarded every three years.

(Sources: website: <http://www.prixegalite.ch/>)

13 United Kingdom

Athena SWAN

Country	United Kingdom
Implemented as:	Award
First awarded:	2005
Name of the award:	Athena SWAN Awards
Presented by:	Athena SWAN (Scientific Women's Academic Network)
Responsible for implementation:	Athena SWAN (Scientific Women's Academic Network)
Target group:	Universities and research institutes
Tools:	Self-assessment tool
Categories for various target groups:	Different requirements and awards (bronze, silver, gold) depending on the size of the organization
Number of organizations receiving an award:	30

Short description / special features

It was possible to set up the organization with financing from the ESF, among other sources. Following the end of this funding, the organization is now financed by two other organizations, one of which is associated with the government.

The target group for the awards is universities and research institutes as well as their individual faculties/sections/departments.

A special feature is the grading into three levels: bronze, silver and gold. Individual faculties and sections can only receive silver or gold awards. They can only submit an application if their associated university has already received a bronze award. The reason for this is the assumption that it is impossible for individual faculties to create a gender-neutral environment unless they are embedded in an appropriate context, i.e. a gender-neutral university.

If the performance of a candidate organization does not meet the requirements of the desired level, but does meet those of the next lowest level, it can either receive an award for this level or apply again the following year.

The candidate organizations must be members of the Athena SWAN network.

(Source: website <http://www.athenaswan.org.uk>)

Opportunity Now

Country	United Kingdom
Implemented as:	Award
First awarded:	1991
Name of the award:	Opportunity Now Awards
Presented by:	Opportunity Now
Responsible for implementation:	Opportunity Now
Target group:	Businesses, organizations/institutions in the public service or education sector, also individual people
Tools:	Self-assessment tool
Categories for various target groups:	Seven to nine different awards per target group, very specific requirements for each category
Number of organizations receiving an award:	Approx. 100

Short description / special features

The non-profit organization that offers the awards has a relatively high number of members with around 350 enterprises in the private, public and educational sectors. Organizations applying for the award must be members. The organization is part of the Business in the Community network, which comprises around 800 businesses in the UK.

The awards are different from the others in several respects.

There are seven different categories of awards, with very specific requirements for the target group in each case, e.g. the Advancing Women in Public Service award, which is aimed at public sector employers. There is also a “global award” which is given for programs or initiatives which extend their scope to at least three countries.

The jury is relatively large and comprises 17 jurors. (Only the Portuguese jury is larger. The French jury has almost as many jurors.)

The selection process differs from that of the other awards. Following a preliminary selection, the finalists give an oral presentation to the jury.

The main difference from the other awards/competitions is the selection of winning companies based on individual measures (as opposed to the evaluation of the overall structure of an organization in all other awards).

(Source: <http://www.opportunitynow.org.uk/>)

11 Appendix 2: Overview of awards

	Cyprus	Czech Republic	United Kingdom (Ath.)	United Kingdom (Opp.)	Finland	France	Germany	Greece	Latvia	Luxembourg	Norway	Poland	Portugal	Switzerland (Eq.)	Switzerland (Pr.)	Total
1. Organisation																
Type of Organisation that hands out the award																
NGO																5
Government																6
Private Company																1
others																3
Other Organisations are involved																
Private Company																4
Government																4
other																6
Organisation works with...																
Employees																14
Volunteers																4
Funding Sources																
Government																12
Private Companies																4
Members																4
Applications Fees																5
others																7
Other Organisations were involved in Founding Process																
Private Companies																5
Government																8
other																5
Jury																
constant Group of Judges																5
Gender or Diversity Experts																5
from Economic Sector																5
from Academia																5
Number of Judges	7	5	10	17		15	7					6 to14	27		4	4 to 27
2. Award/Competition																
Type of Prize																
Award																9
Competition																6
Date of first awarding	2007	2004	2005	1991	1998	2004	1997	2007	2006	1995	2008	2006	1999	2007	2000	1991 to 2008

(Table is continued on the next page)

Continuation of appendix: Overview of awards

	Cyprus	Czech Republic	United Kingdom (Ath.)	United Kingdom (Opp.)	Finland	France	Germany	Greece	Latvia	Luxembourg	Norway	Poland	Portugal	Switzerland (Eq.)	Switzerland (Pr.)	Total
Target Groups																
Private Enterprises																13
Public Administration																8
Higher Education																9
Research																9
Further Training																7
NGOs																6
Individuals																2
Other																2
Differentiations in the Award																
Size and/or Sector																6
Number of Awarding																0
Other																1
The Candidates are nominated...																
by themselves																11
by the awarding																2
by Others																3
Content of Application																
Open Application																
Standard																12
Data/Documents																9
Interviews																4
Other																1
Frequency of awarding																
regularly																9
irregularly																5
Cycles completed to	1	5		7	2	15	1	1	10	1	2				3	1 to 15
Org. can receive award																5
Limited number of winners per cycle	3	6 to 8		9			5	1			5	7			4	8
Number of organisations that received the award/won the	3	19	30	100	19	40	161	5	1	10	2	20	37		15	1 to 161
Awarded Organisations receive prize										12.500 EUR	230.000 EUR				2.000 EUR	3