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Literature Review
**Best Human Resources Practices to Promote and Improve Gender Equality in The
Workplace**

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Review - General best practices:

Organisational best practices towards gender equality in science and medicine:

Discussion of effective strategies to shift organisational culture and climate towards gender equality using approaches that include legislation, allyship, leadership by scientific societies, professional development of core competencies in equity principles, and inclusive leadership. On science and medicine but applicable to other areas and industries.

Culture of Gender Equality:

Creating a culture of gender equality:

By instilling values that support the leadership, growth, and development of all levels and genders equally, companies allow every member of an organization to share in making and supporting sustainable changes, whether in behaviour, perception, mindset, or treatment. From the highest level, this education starts with a few simple mindset shifts: Build coaching moments into the everyday, Labelling biases, Language empowerment, Nonverbal communication, Compliance, Encouraging a focus on perspectives, not penalties, Creating a transparent organization.

Financial impact of a seal of distinction for equality:

Public recognition of gender equality in the workplace and its influence on firms' performance:

To acknowledge organizations committed to eliminating gender gap, a seal of distinction for equality (DIE) in the workplace was created at an institutional level in Spain. Does it have a favourable impact on the financial performance of Spanish companies? Analysis of the variation in financial performance before and after the concession of this distinction, taking into consideration its relationship with a series of economic and gender variables.

Resources to support Gender Equality:

Exploring the use of resources to support gender equality in Australian workplaces:

Numerous resources exist to support workplaces to undertake gender equality work; however, it is often unclear which existing resources are being utilised by Australian workplaces. One group that can provide insight into the use of existing resources is the professionals who have undertaken gender equality work in their organisation.

Parental leave:

Sweden's parental leave insurance: policy analysis of strategies to increase gender equality:

Sweden's parental leave insurance is recognized internationally as the premiere parental leave policy addressing gender equality. Gender equality in caregiving responsibilities and participation and wage equity in the labour economy is the focus of the policy.

Parental leave policy and gender equality in Europe:

Analysis of parental leave policies in twenty-one European countries. Parental Leave Equality Index (PLEI) ranks countries by the degree to which parental leave policies reinforce or diminish the gendered division of labour. Results indicate that although Iceland's parental leave policies do the most to advance gender equity, no country has equal, non-transferable, and well-paid leave for each parent.

How long should parental leave be? Attitudes to gender equality, family, and work as determinants of women's and men's parental leave in Sweden:

In this study, the determinants of men's and women's parental leave use is studied with a focus on attitudes toward family, work, and gender equality. The findings indicate that gender equality orientation matters for parental leave for fathers. Mothers' parental leave length is primarily influenced by family orientation, whereas fathers' is influenced by the economic dimension of work.

Who cares? Assessing generosity and gender equality in parental leave policy designs in 21 countries:

This study assesses the design of parental leave policies operating in 21 high-income countries. Specifically, the study analyses how these countries vary with respect to the generosity of their parental leave policies; the extent to which their policy designs are gender egalitarian; and the ways in which these two crucial dimensions are inter-related.

Flexibility:

Inequality in work time: Gender and class stratify hours and schedules, flexibility, and unpredictability in jobs and families:

Work time is deeply stratified by gender and class. Number of hours that people work, the scheduling or timing of those hours as well as the flexibility and unpredictability of work time. Focus on the processes, institutions and relations that explain inequality in hours and schedules.

Part-time work, work–life balance and gender equality:

Discussion of part-time work and its impact on work-life balance, as well as its potential impact on gender equality. Suggestions for the improvement of part-time work, using evidence from the UK Quality Part-time Work Fund, which was set up to improve gender equality in the workplace and to increase the availability of quality part-time work.

Flexible scheduling and gender equality: The working families' flexibility act under the fourteenth amendment:

The Working Families Flexibility Act ("WFFA"). The idea behind flexible scheduling is not that employees should be allowed to work less, but that they should be allowed flexibility in when they work or from where they do so: compressed workweeks, telework from home. Because caregiving is so strongly associated with women, as long as flexible scheduling is seen as a policy for caregivers, it will be seen as a policy for women and therefore will carry the burden of stereotypes associated with working mothers. Flexible scheduling could improve gender equality in the workplace, but only if employees and employers see the policy as equally applicable to men and women, parents, and non-parents.

Parental Leave & Flexibility:

The impact of work-family policies on women's employment: a review of research from OECD countries:

Reviews on research literature on leave policies, flexible and/or alternative work arrangements, childcare support and highlights the implications of policy designs for male take-up. Discussion on the growing literature on adverse and unintended consequences of work-family policies for gender equality and gaps in current knowledge.

Work-family and work-life pressures in Australia: advancing gender equality in "good times"?

The analysis suggests a lack of coherence and integration between various work/family related policies and the need for a wider range of reforms, particularly in relation to domestic work and care. It is found that the gendered use of flexibility rights, like the new right to request, do not necessarily improve gender equality and may work to entrench it in the face of strong gendered workplace and societal norms and practices around work and care.

Training & Mentoring:

Confident, focused and connected: the importance of mentoring for women's career development in the events industry:

Mentoring has been shown to begin to address some challenges women may face in progressing to senior positions. This paper reports on research conducted on a formal industry-wide mentoring programme for women that aims to pair female professionals with leading industry

figures in a supportive, collaborative, and focused programme of development activities. Findings suggest that mentoring can have positive effects on women's confidence, ability to plan professionally and build supportive and enabling networks. The study shows the value of a structured, formal programme for mentoring activities and suggests that, although mentoring alone will not redress gender inequality in the events industry, it provides a valuable and effective mechanism for individual career development and empowerment.

Mentoring for gender equality: Supporting female leaders in the hospitality industry:

Year-long qualitative study of a women's mentoring programme in the hospitality industry in the UK. The findings illustrate the persistent gendered obstacles women experience as they try and negotiate careers in masculinist hospitality organisations. The mentoring programme offers individual support for the mentees, and begins to challenge gendered discourses of success in hospitality careers, illustrating that mentoring has an important role to play in both career development and in confronting gender inequality in the hospitality industry.

Recruitment:

The opaque gendered lens—barriers to recruitment and career development:

This paper shows gendered leadership constructs that hinder a competency-based view of leadership in Swedish-based global companies and the implications for leadership recruitment and development to top management positions. Three themes were identified as clouding the issue of gender-equal leadership practices there by creating an opaque gendered lens of who is defined as eligible for leadership positions. The three themes were: symbols as gendered images, counting heads—preserving the existing system and illusive gender inclusion.

Transparency in academic recruitment: A problematic tool for gender quality?

Gender research has made a call for more transparency and accountability in academic recruitment and selection to overcome the inequality practices that have led to an underrepresentation of women among full professors. This paper provides insight into the multiple ways in which the notions of transparency and accountability are put into practice in academic recruitment and selection, and how this has enhanced – or hindered – gender equality.

Inclusive Leadership:

Waiter, is that inclusion in my soup? A new recipe to improve business performance:

Key Findings: Diversity + Inclusion = Improved business performance. Organisations need to increase their focus on inclusion. Inclusion is tangible. Work-life balance is a key signal. Data directs an organisation's biggest bang for buck.

The six signature traits of inclusive leadership: Thriving in a diverse new world:

Four global mega-trends that are reshaping the environment and influencing business priorities: diversity of markets, diversity of customers, diversity of ideas, diversity of talent. Six traits of Inclusive Leadership: Commitment, Courage, Cognizance of bias, Curiosity, Cultural intelligence, and Collaboration.

Does leadership matter in diversity management? Assessing the relative impact of diversity policy and inclusive leadership in the public sector:

This paper examines the role of managers in practicing diversity management and the extent to which inclusive leadership affects employee performance. The quantitative results show that diversity policy alone predicts performance less strongly for employees of racial minority than for whites. In contrast, the study finds that inclusive leadership predicts performance more strongly for non-whites.

Inclusive leadership: The view from six countries:

Surveys made to employees from six different countries—Australia, China (Shanghai), Germany, India, Mexico, and the United States. Notably, a common definition of inclusion that held equally for women and men was found. What makes women feel included also makes men feel included. Also, it was found that to be inclusive, leaders may not need a different tool set for each country in which they operate.

Diversity and inclusion depend on effective engagement:

The creation of a unified approach to diversity and inclusion, which is embedded in the business ethics of the organization, can have a sustainable positive impact on the health and well-being of individuals, business, and society.

Inclusive leadership development: Drawing from pedagogies of women's and general leadership development programs:

In this study, general leadership development programs (GLDPs) and women's leadership development programs (WLDPs) were compared to understand to what extent program descriptions addressed inclusive leadership. GLDPs predominantly reflected pedagogical assumptions of separate knowing, development of the autonomous self, and masculine leadership approaches of agentic and transactional leadership. In contrast, pedagogical assumptions of connected knowing, development of the relational self, and relational and identity-based leadership approaches were more prevalent in WLDPs.

Unconscious Bias:

Why Doesn't Diversity Training Work? The Challenge for Industry and Academia:

Two-thirds of human resources specialists report that diversity training does not have positive effects, and several field studies have found no effect of diversity training on women's or minorities' careers or on managerial diversity. It is expected that two common features of diversity training — mandatory participation and legal curriculum — will make participants feel that an external power is trying to control their behaviour. The key to improving the effects of training is to make it part of a wider program of change.

Unconscious Bias: Thinking Without Thinking:

Classification of unconscious bias. Unconscious bias as hidden drivers which can harm business decisions. The detrimental effects can range from messing up with the workplace diversity and turnover rate to promoting an incoherent culture in organization. In addition, they hinder innovativeness, creativity, cohesiveness, and inclusivity in the workplace.

Sabotaging Success- The role of unconscious bias:

Biases deeply ingrained may affect nurse leader discretion and influence professional judgment. Unconscious bias can be found in operational areas of communication, hiring, career advancement, and team member selection. Combating unconscious bias begins with raising its awareness, educating staff, and implementing specific inclusionary processes.

Unconscious bias training: The 'silver bullet' for gender equity?

Although unconscious bias has received limited attention in the human resource literature, social psychology literature has identified inadequacies with this practice, including that such training may entrench and normalise unconscious biases. Consistent with international research, such an evaluation may reveal that unconscious bias training has unintended negative consequences, but that the training can be improved to reduce these consequences.

CEOS & CSR:

Entrenchment through corporate social responsibility: Evidence from CEO network centrality:

This paper investigates whether CEOs with high network centrality entrench themselves when taking CSR decisions and how that affects firm value. The findings reveal that, in general, central CEOs use CSR to entrench themselves and gain private benefits rather than increase shareholder value.

CEO tenure and corporate social responsibility performance:

In this study, it is examined whether and how CEO tenure affects firms' corporate social responsibility (CSR) performance. Results show that firms' CSR performance is significantly higher in CEOs' early tenure than in their later tenure. It is also found that the relationship between CEO tenure and CSR performance is stronger when the board is more independent, and CEOs have a longer expected employment period.

Post-heroic leadership, tempered radicalism and senior leaders as change agents for gender equality:

This article shows how CEOs as macro change agents for gender equality can be conceptualised. Drawing on interviews with 20 global CEOs and a literature review, the article develops a framework to conceptualise how CEOs are fostering gender equality around accountability, building ownership, communicating, leading by example, initiating, and driving culture change.

CEO ability and corporate social responsibility:

Firms' CSR performance increases with CEO ability. Specifically, firms with more able CEOs are associated with more socially responsible activities and fewer socially irresponsible activities and are associated with more stakeholder CSR rather than third-party CSR.

Gender Reporting Mechanisms:

Effects of gender quotas in Italy: a first impact assessment in the Italian banking sector:

Provides a first impact assessment of the Italian quota law in order to explore whether “gender equality by law” contributes to redefining, albeit in part, consolidating and establishing positions of power and decision making.

Gender Mainstreaming and Corporate Social Responsibility: Reporting Workplace Issues:

This paper investigates the potential and actual contribution of corporate social responsibility (CSR) to gender equality in a framework of gender mainstreaming (GM). It introduces GM as combining technical systems (monitoring, reporting, evaluating) with political processes (women's participation in decision making) and considers the ways in which this is compatible with CSR agendas. It examines the inclusion of gender equality criteria within three related CSR tools: human capital management (HCM) reporting, CSR reporting guidelines, and socially responsible investment (SRI) criteria on employee and diversity issues

Diversity reporting: How European business is reporting on diversity and equal opportunities:

Mixing diversity with corporate responsibility, Current constraints of diversity reporting. It is evident that the majority of companies have yet to take a robust approach to evaluating their progress and only a handful are confident enough to ask, and report, staff feedback about how well the company is doing on diversity.

Embedding Diversity in Sustainability Reporting:

Diversity reporting can be perceived as the first step in addressing inequalities in organisations and potential assistance for the diversity agenda, because it allows measuring diversity and ultimately managing it. The results show a substantial difference in the collection of diversity information between organisations that map and that do not map their stakeholders. Furthermore, they show that, when organisations collect diversity data, their specificity is rather high, however this does not translate into an equally high level of diversity disclosure.

Metrics for Gender Progress That Should Monitor:

Representation by gender, race, and career level/ Hiring, promotion, and turnover rates by gender, race, and career level/ Pay data by gender, race, and role/ Health data by gender/ Employee engagement data by gender/ Number of sexual harassment claims/ Organizational climate data by gender.

Beyond the numbers: Substantive gender diversity in boardrooms:

Substantive gender diversity matters. It is at the core of both the social cause and the business case for gender diversity on boards. This Article explores this substantive component of board gender diversity through empirical data relating to the roles that men and women play on corporate boards.

Reporting requirements, targets, and quotas for women in leadership:

Reporting requirements, targets, and quotas have been implemented in several countries to increase female representation in leadership. We analyze the effectiveness of these strategies from a goal-setting perspective. Higher goals for women in boards of directors were related to higher female representation.

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