

# EBU

OPERATING EUROVISION AND EURORADIO



# ALL THINGS BEING EQUAL

GENDER EQUALITY GUIDELINES  
FROM PUBLIC SERVICE MEDIA

DECEMBER 2019

# **‘ALL THINGS BEING EQUAL’ REPORT – 2019 EBU PUBLICATION**

## **GENDER EQUALITY GUIDELINES FROM PUBLIC SERVICE MEDIA**

### **REPORT AUTHOR**

#### **CLAUDIA VACCARONE**

Diversity Programmes for Members, EBU  
vaccarone@ebu.ch

### **ABOUT THE EBU**

The European Broadcasting Union (EBU) is the world's foremost alliance of public service media (PSM). Our mission is to make PSM indispensable. We have 116 Members in 56 countries in Europe, and an additional 33 Associates in Asia, Africa, Australasia and the Americas.

Our Members operate nearly 2,000 television and radio channels together with numerous online platforms. Together, they reach audiences of more than one billion people around the world, broadcasting in more than 120 languages.

We strive to secure a sustainable future for public service media, provide our Members with world-class content from news to sports and music, and build on our founding ethos of solidarity and co-operation to create a centre for learning and sharing.

Eurovision Media Services, our business arm, has an outstanding global reputation and is the first choice media services provider for many media organizations and sports federations around the world.

We have offices in Brussels, Rome, Dubai, Moscow, New York, Washington DC, Singapore and Beijing. Our headquarters are in Geneva.

Discover more about the EBU on [www.ebu.ch](http://www.ebu.ch).

### **DISCLAIMER:**

This publication is intended for public distribution. The information may be freely quoted if the source is clearly stated. Please note that the EBU is not liable for any errors or inaccuracies in data provided by third parties.

# CONTENTS

FOREWORD BY TINATIN BERDZENISHVILI	2
FOREWORD BY TONY HALL	3
FOREWORD BY NOEL CURRAN	4
EXECUTIVE SUMMARY	5
1. GENDER EQUALITY: THE FACTS	6
2. PRACTICAL STEPS TO BUILD A ROADMAP	10
2.1 Start with the data	13
2.2 Engaging everybody: men and women	18
3. FOCUS ON POLICY	21
3.1 Focus on recruitment and promotions	24
3.2 Developing leaders	27
4. FOCUS ON CULTURE	31
4.1 Work-life balance and work flexibility as a cultural shift	34
4.2 Addressing stereotypes, sexism and harassment	38
5. CLOSING THE GENDER PAY GAP AND GUARANTEEING EQUAL PAY	45
5.1 What is the difference between a gender pay gap and equal pay?	45
5.2 How to fix a gender pay gap	48
ABOUT THIS PROJECT	52
THE EBU GENDER EQUALITY STEERING GROUP & CONTRIBUTORS	54
REFERENCES	56

# FOREWORDS

Gender equality is a value we fully embody at the Georgian public service broadcaster. So when the EBU President Tony Hall asked me to chair the Gender Equality Steering Group, I was honoured to put my determination and engagement into supporting the EBU community.

I live in a country where women have always played an important role in society and governance. Georgia's history has been marked by the rule of King Tamar the Great. She was the first female-king to govern Georgia in her own right, from 1184 to 1213, leading to the Georgian Golden Age. Georgia is also among the first 20 countries that gave women the right to vote in 1918. But it is also a country where societal issues such as early or forced marriage, unemployment and abuse of women still exist. As the public broadcaster, we should never forget history and the power we have to shape society. We feel strongly about our responsibility to carry society in the right direction, and in that sense, we are investing considerably in content, formats and campaigns that will foster public dialogue in the area of gender equality. It is my personal belief that, in the future, women and men will be equally respected, valued and, most importantly, equally represented.

It has been a pleasure to chair the EBU Gender Equality Steering Group. It is made up of remarkable, competent professionals who reflect the full diversity of the EBU's membership. This group has analysed the best gender-equality practices in place among public service broadcasters and identified actionable policies. I am confident that if implemented, the steps recommended by this group will make a significant difference to our workplaces, our audiences and to society.

I hope this report will inspire all the Members in our EBU community to pursue gender equality, dismantle the stereotypes affecting women and fully unleash the potential in their organizations by building cultures that are inclusive and embrace new and fresh perspectives.



**TINATIN BERDZENISHVILI**

1<sup>st</sup> Deputy Director General, GPB  
Chair, EBU Gender Equality  
Steering Group

This work was inspired by a conversation I had with Tinatin. I was really struck by her ideas on gender, and her passion for change.

Since then, I've met many leaders, men and women, across our member organizations. Of course, we're all dealing with very specific cultural environments, but we all recognize how much we can learn from each other.

That's why the EBU Executive Board commissioned this report.

Gender equality is a big priority for us – individually and collectively.

We exist to reflect and represent the communities we serve. It is a vital part of our creative mission to explore a diversity of voices, perspectives and stories – on screen and on air, but also within our teams and our boardrooms. And to champion the best ideas.

That's how we'll continue to be relevant, every day, and it's key to our future success.

Let's remember too that developing and deploying women, half of the world's talent pool, is essential for our global economy. Gender equality is a fundamental human right, but it's also linked to creative and economic performance.

As public service media (PSM), we have a responsibility to lead the way.

Our starting point for change is to be open about the scale of the work we have to do. This report demonstrates the challenges. But it also shows the opportunities we have to make a real and positive difference. And focuses on the creative ideas taking shape in our Union.

I'd like to thank Tinatin Berdzenishvili, Claudia Vaccarone and the EBU Gender Equality Steering Group who have put so much commitment into producing this report for us. Thanks to them, we now have the opportunity to accelerate the pace of change; to be more creative, more innovative. Let's take it.



**TONY HALL**  
Director General, BBC  
President, EBU

A handwritten signature in black ink, appearing to read 'Tony Hall' with a stylized flourish at the end.



Diversity is a hallmark of public service media (PSM) – we strive to be diverse and pluralistic in our content, the views we are expressing and the people who work with us.

As women make up over half of the European population, it is natural they should also make up half of our workforce, at all levels within organizations.

If we want to ensure our output is truly representative, that we are utilizing the best available talent and helping promote societal change, we need to work together to set an example to the wider industry.

It's not just common sense. It's also good business sense. Organizations that support and encourage a diversity of viewpoints and focus on female empowerment have consistently been shown to be more successful.

Public service media is already making great strides towards gender equality. Our PSM Members employ over 110,000 women between them, 45% of the total PSM workforce and 5% more than the rest of the EU audiovisual sector.

Many of our Members have gender-equality plans that are regularly monitored and updated, and look at addressing issues such as equal opportunities, equal pay, work/life balance, and protection from sexual harassment and discrimination.

However, we can always do better and do more, and we need to recognize that we still have much to achieve.

As part of that process, we wanted to capture and share some of the best practice from our PSM Members in this report – providing practical, actionable steps other Members can take to drive change in their own organizations.

I want to thank the Gender Equality Steering Group and the EBU's Claudia Vaccarone for their fantastic work on this excellent and thorough report.

As a Union, we exist to learn and grow together. If we can harness just some of the energy and creativity in this report, I believe we will soon close the gender gap and ensure our workforce is truly as diverse as the society it serves.



**NOEL CURRAN**  
EBU Director General

A handwritten signature in black ink, appearing to read 'Noel Curran', with a long, horizontal flourish extending to the right.

# EXECUTIVE SUMMARY

As the world's leading alliance of public service media (PSM), the 116 members of the European Broadcasting Union (EBU) reach an audience of more than one billion people around the world, broadcasting in more than 160 languages across 56 countries.

This report reflects a shared ambition to lead the way in achieving gender equality in the media workplace, recognizing that the very existence of PSM relies on its ability to:

- ✓ accurately reflect the experiences of the audiences it serves
- ✓ increase innovation and productivity through the building of diverse teams
- ✓ attract and retain the best talent from the available global pool

EBU data shows that Members have different starting points and are facing different challenges. However, an increasing number are making gender equality

a priority and achieving impressive results, **leading to a change in their cultures**. This report stresses particularly the importance of working toward a sustainable culture in which women and men have equal opportunities to progress.

The recommendations in this report are supported throughout with actionable tips and case studies from EBU Members. These narratives provide an opportunity to learn from each other and to identify practical steps that other media organizations can take.

The report explores thoroughly the strategies that underpin a gender-equal media organization: workplace data and staff feedback to diagnose the issues; effective workplace policy to support equality of opportunity; and enabling a positive workplace culture through flexibility, leadership and behaviours to retain talent.

Engaging men in the conversations alongside women

and securing their equal participation is vital to success. It is clear from the results of the work already taking place at EBU Members' organizations that there are significant cultural benefits to be gained for everyone in the workforce – men and women alike. Significant creative gains too.

This work draws on a number of principles that the EBU is committed to:

- ✓ that gender equality is not only a fundamental human right but a necessary foundation for a peaceful, prosperous and sustainable world;
- ✓ that the global economy cannot operate at its full potential while systematic constraints are holding back a significant proportion of the world's population;
- ✓ that equality and diversity are indispensable in true democratic societies.



# GENDER EQUALITY: THE FACTS



Women represent over 50% of the world's population, that means over half of its potential. Thus, it is only right that women should be equally represented in every sphere of society, including the workplace. Women's participation in the workforce is increasingly recognized as a vital avenue for developing and transforming societies and economies. That is why gender equality and the empowerment of women, the 5<sup>th</sup> among the 17 UN Sustainable Development Goals to be achieved by 2030, is supported by heads of state and other world political leaders. Yet, discrimination against women persists in all aspects of society. The EBU Gender Equality Steering Group has looked at four areas to analyse the current gender imbalance and further understand the urgency for change.

## 1. SOCIETAL & POLITICAL

The World Economic Forum's *Global Gender Gap Report* benchmarks 149 countries on their progress towards gender parity. In 2018, it reported that it will take 108 years to close the global gender gap. The most challenging areas to address, economic and political, will take 202 and 107 years, respectively, to close.

Gender issues span the world and affect women adversely in a variety of complex and disturbing ways. The facts speak for themselves:

- ✓ Worldwide, 35% of women aged 15-49 have endured physical and/or sexual violence (UN)
- ✓ Globally, nearly 15 million girls under the age of 18 get married every year, or 37,000 per day (UN)
- ✓ On average, fewer than one-in-three senior and middle-management positions are held by women (UN)
- ✓ Only 17 women are head of states out of the 149 countries included in the WEF report



## 2. ECONOMIC GROWTH

Gender equality is increasingly recognized as a growth driver for business and organizations: a growing body of evidence is published on how gender-balanced cultures generate a profit surplus. According to a 2016 joint study by the Peterson Institute for International Economics and Ernst & Young (EY), when a minimum of 30% of women are represented at C-Suite level, profitability jumps by up to 15%. Amongst tech start-ups, women-led enterprises deliver 35% higher returns on average.

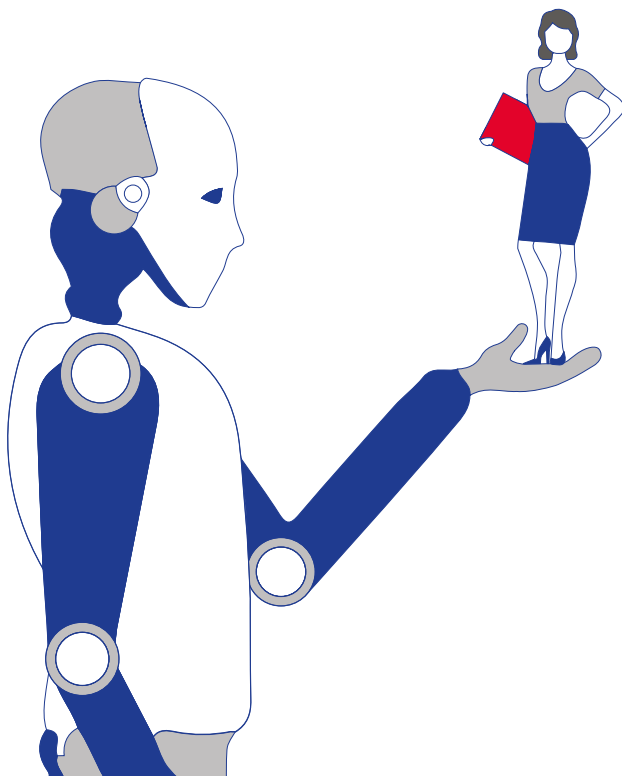
**The global economy cannot operate at its full potential while systemic constraints are holding**

**back a significant proportion of the world's population.** The McKinsey Global Institute (MGI) estimates that fully closing the global gap between men and women in terms of labour-force participation, hours worked, and the sectoral employment mix could boost annual GDP by 26% relative to 'business-as usual' forecasts for 2025. In its 2015 report, *The Power of Parity*, MGI estimated that closing the global gender gap could deliver \$12 trillion to \$28 trillion of additional GDP worldwide by 2025.

However, even in developed countries, the emergence of **new gender gaps** in new crucial technology fields, such

as artificial intelligence (AI), is already setting society back. According to LinkedIn data released via the *Global Gender Gap Report World Economic Forum*, in 2019 only 22% of AI professionals globally are female.

It is critical that women and men contribute equally to the process of deep economic and societal transformation. More than ever, societies cannot afford to lose out on the skills, ideas and perspectives of half of humanity to realize the promise of a more prosperous and human-centric future that well-governed innovation and technology can bring.



ACCORDING TO  
2019 LINKEDIN DATA

ONLY

**22%**

OF AI PROFESSIONALS  
GLOBALLY

ARE FEMALE

### 3. CORPORATE & ORGANIZATIONAL

A gender-balanced workforce and companies obtain better results than gender-skewed ones. In a 2010 study co-authored by MIT, Carnegie Mellon University and Union College, researchers documented the existence of collective intelligence among groups of people who cooperate well, showing that such intelligence extends well beyond the

cognitive abilities of the groups' individual members. Moreover, the tendency to cooperate effectively is linked to the number of women in a group. **In other words, the collective IQ of a balanced (and diverse) group is higher and leads to better decision-making.** The process is different compared with an all-female or all-male group.

### 4. MEDIA

Women are still a minority in the media, whether on screen or behind the camera. While among EBU Members women on average represent 44% of the public service media (PSM) workforce, the number falls to less than 25% as we examine the higher ranks and executive positions (*2019 EBU Gender Equality and PSM report*). The European Platform of Regulatory Authorities (EPRA) published a report in October 2018 denouncing the clear under-representation and misrepresentation of women in the European media industry.

**Some areas of the broadcast media industry, most notably engineering and broadcasting-distribution roles, are almost exclusively occupied by men.**

Despite showcasing over 40% women speakers at the International Broadcasting Convention (IBC) conference, only 15% of the 50 thousand attendees are women. Technology and distribution will play an increasingly important role in the media industry's transformation. These areas urgently need to benefit from balanced, diversified teams.

New technology is also increasingly supplying hard data concerning on-screen

representation. For instance, the French audiovisual archival service INA published a study in March 2019 demonstrating that the average speaking time of women in French media is equal to or less than 30%. Moreover, it is always shorter than the speaking time of men. The study, based on artificial intelligence, analysed over 700,000 hours of audio from radio and TV programming broadcast between 2010 and 2018.

**WOMEN REPRESENT**

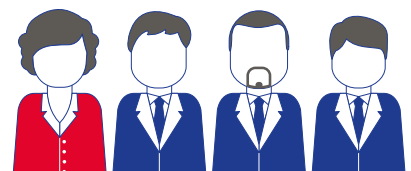
**44%**

**OF THE PUBLIC SERVICE  
MEDIA WORKFORCE  
IN EUROPE**

**BUT ONLY**

**25%**

**OF EXECUTIVE POSITIONS**



# 40%

OF ALL SPORT

PARTICIPANTS GLOBALLY

ARE WOMEN



YET WOMEN'S SPORTS  
REPRESENT ONLY

# 4%

OF ALL SPORT

MEDIA COVERAGE

The way in which the media portrays society has the power to change and shape it. In this sense, on-screen representation directly influences society. **It is not only a matter of how many women are included but also of how women are represented.** Stereotypes and biases persist in the media and there is an urgent need to showcase modern, realistic models that depict women playing a full role in society.

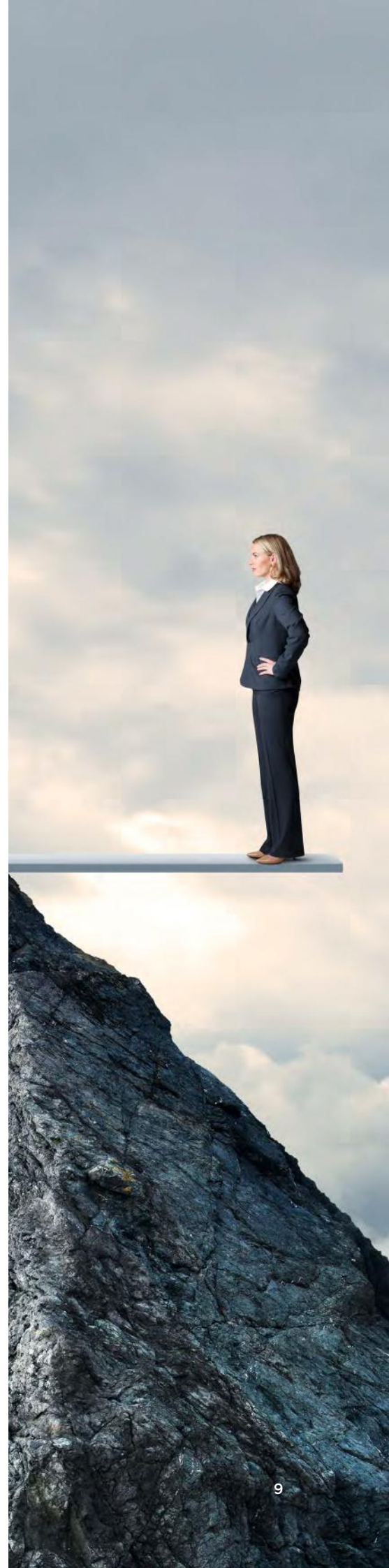
News and sports are two areas where there is still a substantial imbalance, and this is not without its consequences. According to UNESCO, 40% of all sports participants globally are women, yet women's sports represent only around 4% of all sports media coverage. And, within that limited coverage, women are often objectified or demeaned. However, research published by Nielsen in 2018 shows that women's sports are seen by audiences as more progressive, less money-driven, more family-oriented and cleaner than men's sports. By showing more women's sports and, in turn, more female sporting role models, content providers have the power to inspire the next generation, challenge behind-the-scenes misogyny and fully serve democracy.

Gender equality must be treated with the utmost importance by PSM. As they seek to remain relevant, public service broadcasters must reflect all their audiences equally to fulfil their mission and properly embody the PSM values of universality and diversity. By

virtue of their remit, they must address national audiences, represent all strata of society equally and reflect the diversity of populations. This focus also provides PSM with an opportunity to differentiate, set a virtuous example and stand out even more from the profit-driven commercial sector. Ultimately, gender equality within PSM organizations will substantially drive innovation, creativity and economic performance.

To summarize, gender disparity persists in all spheres of society. If it is not addressed, governments, institutions, organizations and economies will miss out on the full human potential they have to prosper and grow. **Media organizations have an extraordinary opportunity to pursue gender equality, thereby more faithfully portraying the full spectrum of society.** In addition, this would present a modern, fairer image of the role of women, which in turn would help shape attitudes and contribute to a more respectful, inclusive society.

Public service broadcasters everywhere are modernizing and working towards on-screen and on-air parity. Policies are a good starting point for articulating goals, aligning organizations, and changing attitudes and cultures. In the following chapters we will provide practical examples, based on the experiences of EBU Members, on how to implement the most impactful gender-equality policies and build a sustainable culture that involves everyone.





# PRACTICAL STEPS TO BUILD A ROADMAP



**This chapter is designed to illustrate key steps of a roadmap toward achieving gender equality. The EBU Gender Equality Steering Group has discussed, exchanged and identified proven practices amongst public service broadcasters, EBU Members and Associates, who are investing significantly in equality programmes or who have achieved gender parity. While no single universal recipe for success exists, some ‘common denominators’ have been identified. The following four steps are therefore recommended as a place to start.**

## **1. ASSESS THE SITUATION USING DATA**

Chapter 2.1 discusses the importance of gathering and analysing workforce data on gender to understand the full picture. Only then is it possible to assess and formulate a specific diagnosis. Quantitative data as well as qualitative insights from group-based activities will identify pain points and reveal concrete ideas for solutions. The data, together with the assessment, must be used to enable an honest discussion across senior leadership to bring about a common understanding of the systemic, structural and cultural issues to be addressed. It is important to have all senior leaders onboard and engaged in being part of the solution so that the issue can be labelled ‘mission critical’.

## **2. ENGAGE EVERYONE: MEN AND WOMEN**

In chapter 2.2 we will explain why it is essential to create awareness among men in addition to women – so that everyone understands the essential role they must play in changing mentalities and evolving toward a balanced society. Readers will find ten strategies to get everybody onside for the cause of gender equality in the workplace.

## **3. ARTICULATE AND INTRODUCE POLICIES THAT ENABLE GENDER EQUALITY**

Policies provide the intent and the framework for organizational change. Chapter 3 explores how to devise policies based on the principles of gender equality. Articulating clear policies will set the rules and provide a common approach, thus guiding and

aligning the entire organization towards desirable types of behaviour and values.

Policies may vary depending between organizations but must be binding on all staff to ensure that ways of working reflect the organization’s commitment to gender equality and women’s empowerment.

## **4. FOCUS ON CULTURE**

The pre-existing culture of a company can sometimes hinder moving towards desirable change. Chapter 4 explores how strategy and policy are not sufficient to drive change unless they are supported by the right organizational culture. The chapter provides practical examples of how to build a sustainable culture in which gender equality can be nurtured.

## NEXT STEPS

EBU Members who are more advanced in their gender equality programmes are working to embed transformation in their workplaces. These next steps will help understand how to sustain progress once work is underway. These areas, however, are not the subject of in-depth chapters in this report.

### 1. MEASURE PROGRESS

Prioritizing steps and setting measurable goals – short term and long term – will ensure progress. Measurements will track data improvement (e.g. more women recruited, promoted and occupying leadership roles) as well as qualitative improvements such as new knowledge and skills or changing attitudes. Each goal should have a deadline and specific success metrics associated with it and should be assigned to a specific individual.

### 2. ALLOCATE ACCOUNTABILITY

While there is no single way for successfully implementing gender equality within media organizations, an operational leader is required to guarantee progress, in addition to senior leadership ownership and full support. The role of the Chief Diversity or Chief Equality Officer is becoming more common within start-ups, multinationals, pay-TV and streaming/technology companies. This person usually reports to the CEO and oversees both in-house



## EXAMPLES OF ACCOUNTABILITY SOLUTIONS IN PSM

<b>Austria</b>	ORF has created a network of three Equality Officers with three deputies.
<b>Belgium</b>	RTBF has appointed a senior reporter as Head of Diversity, with a dotted line to the Director General.
<b>France</b>	France Télévisions splits this role between the Human Resources and Corporate Social Responsibility departments.
<b>Germany</b>	ARD and ZDF have both appointed an Equal Opportunities Commissioner reporting to the Direction General.
<b>Spain</b>	RTVE has appointed an Equality Officer, reporting to the Leadership Team.
<b>Sweden</b>	SVT – as with most Nordics – has appointed a Diversity Officer to encourage gender diversity.
<b>Switzerland</b>	SRG/SSR has nominated a Diversity Board, a governance body made up of individuals from the five enterprise units and the relevant domains (HR, programming, education, and research & analytics).
<b>United Kingdom</b>	The BBC identified a senior editorial leader to be the executive sponsor of focused, visible and high-impact work on gender culture and progression.

diversity (including but not limited to gender diversity) as well as on-screen and content diversity. Within public service media (PSM), a variety of solutions have been observed.

### 3. FUEL HIGH-IMPACT COMMUNICATION

Bringing the policies, goals and programme to life will require relentless staff communication. Internal communication will need to articulate why gender equality is important, set out the goals and illustrate the

desired culture. The role of the CEO or Director General is, in this sense, crucial. Leadership needs to articulate the strategic nature of these policies and how important they are, not once but regularly – communicating on progress using all the tools at their disposal. Newsletters, video messages, staff ‘townhalls’ and email campaigns are all effective channels for running an integrated campaign. Furthermore, communicating data as transparently as possible also helps to nurture trust with staff.



# INSPIRING LEADERS

Gender equality can only be achieved with the right leadership at the top of the organization. The Director General or the CEO, together with the executive leadership team, must desire change and be profoundly convinced of its benefits.

The following strategies will help in articulating the urgency and the benefits of change to leaders:

## 1. SHARE DATA ON GENDER

Workforce data will pinpoint exactly where there is a gender imbalance in the talent pipeline. Qualitative research through

staff focus groups will help to identify reasons.

## 2. TALK ABOUT BUSINESS IMPACT

Highlight the findings of respected industry research into the impact of gender imbalance on productivity and creativity. Several reports exist, such as the WEF Global Gender Gap Report or the EBU's Gender Equality and PSM report.

## 3. INSPIRE THROUGH SUCCESS STORIES

Showcase examples of success in organizations that are prioritizing gender equality,

including outside the media industry. Where possible, arrange for leaders to visit the organizations for themselves, thus providing for stimulation and practical ideas.

## 4. LEVERAGE THE EBU NETWORK

Leverage the membership of the EBU to learn from the experiences of others working within the same sector. High-level mentoring can inspire leaders about the potential for gender equality in PSM and increase knowledge about how to achieve it – all of which will accelerate the learning curve and the pace of change.



### PRO TIP

CBC/Radio-Canada publishes its diversity and gender-equality plans on its corporate website for the sake of transparency and accountability, aimed at both stakeholders, staff and the general public.

**“We have addressed gender equality since the 1970s and today we are proud to have women in 62.4% of management, as well as in our most senior roles (i.e. senior executives). We continue our strategic focus on diversity, which is one of the 5 priorities of our new 2020-2022 corporate strategy, Your Stories, Taken to Heart,”** says Jovane Drouin, Manager, Diversity and Inclusion, Talent Acquisition, People and Culture, CBC/Radio Canada.

<http://cbc.radio-canada.ca/diversity-inclusion>



### PRO TIP

The BBC opted for transparency to overhaul its approach to flexible working. Using internal communications channels, the organization shared with staff a series of recommendations for change, based on the findings of a staff consultation exercise (which contained both qualitative and quantitative feedback).

This high degree of transparency has provided a foundation for change. **A New Flexible Working Policy** was launched in December 2018 as part of the corporation-wide ‘Fresh Look at Flex’ messaging campaign.

Besides the standard channels (newsletters, articles and mail-outs), the BBC used the following tools to reach, inform and inspire staff:

- ✓ A library of inspirational video and text stories from colleagues who were already working flexibly at the BBC, raising awareness of the working options available to all, irrespective of the reason.
- ✓ Intensive training for 2,000+ team leaders, both in-person and via an on-demand 30-minute webinar.
- ✓ Role-model films from people working flexibly, shared at the same time alongside Design & Engineering vacancies on social media.





## START WITH THE DATA

Among media companies, those who have made the greatest strides forward in gender equality began their organizational analysis by gathering gender-related data. Data is critical for identifying gender-based organizational inequalities and objectively understanding and assessing which departments or job categories are most impacted. It also enables the deployment of a deliberate, data-driven corrective plan with specific, quantifiable targets.

**Senior managers interviewed for this report revealed that data often showed a different picture from the pre-existing perceptions they had of their respective companies.** Systemic glass ceilings and a persistent lack of gender diversity were uncovered in areas where it was assumed that equality was the norm. Data helped them adequately understand the scale and complexity of the problem, leading to better designed and directed programmes and policies.

While an estimated 29% of EBU Members track some basic data about staff breakdown (Source: EBU MIS) and have published them either on the company website or in their annual report, many other companies do not embrace the same level of transparency. In some cases, leadership is not comfortable addressing or publicizing such analysis, whether internally or externally. The challenge – and opportunity – is to overcome the deeply entrenched barriers that impede progress for women. It is therefore essential that the leadership team is informed and presented with a factual, objective assessment. Leaders must also recognize the need for remedial action and be able to formulate aspirational goals that will recoup missed potential.

Where can the data be found? Here are three reliable sources to secure actionable data:

1. The initial data sets required usually fall under the remit of the human resources

**BBC**



### CASE STUDY

The BBC discovered that 31% of women left the BBC between 2014 and 2018 following maternity leave – either during, within the first 12 months of returning to work or after 12 months. Publishing this data has created awareness at leadership levels. Through the findings of qualitative reviews, actions are being put in place to improve support, such as a new approach to flexible working.

department, which in most cases disposes of tools and dashboards to establish the necessary preliminary assessment.

2. Employee (or engagement) surveys are another tool for gathering quantitative gender-related data while also correlating them with

the employee experience. Usually administered on a yearly basis, they can be an actionable tool to complement raw data and uncover issues lurking within an organization's culture.

3. Some public service broadcasters are already required by their government or national regulator to measure, track and publish gender-related data. For instance, since 2014, the French audiovisual authority CSA has required France Télévisions to provide specific metrics on the number of women experts invited to talk shows and political debates, or simply present on screen. France Télévisions also publishes an equality index (see side box).

**Once data has been collected, it must be analysed, shared and discussed with the executive team and with staff.** It is important to contextualize what workforce data tells us alongside the qualitative data gathered as a result of people's experiences.

Internal workshops, qualitative interviews and staff 'townhalls' are recommended as tools



FRANCE TÉLÉVISIONS' EQUALITY INDEX CRITERIA

- |   |   |
|---|---|
| 1 | Pay gap between women's and men's salaries            |
| 2 | Differences between women's and men's pay raises      |
| 3 | Discrepancies in the promotion of women and men       |
| 4 | Salary increases after returning from maternity leave |
| 5 | Women ranking among the top-ten salaries              |

to complement staff data, offering insights into personal experiences and revealing the implications and consequences of organizational imbalance.

The combination of the two broad sources of information will enable a strategy to be developed and goals to be defined, together with a realistic action plan of 'quick wins' and longer-term ambitions. Through clearly stated goals, this may also provide an opportunity to build a culture of inclusiveness and equality where men and women alike can realize their potential, contribute and thrive.

**How frequently should data be updated and reviewed?** Ideally on a yearly basis. However, once goals have been established, a quarterly review will help keep plans on track.

**How often should goals and action plans be communicated to management and staff?** As frequently as possible. Doing so constantly reminds them of the importance of addressing and correcting inequalities. Internal communications play a fundamental role in driving change, as do the ongoing education and training of management.





## GENDER-BASED INDICATORS USED FOR ASSESSMENT (PER YEAR AND PROGRESSION)

- 1 Ratio of men and women in staff (overall)
- 2 Ratio of men and women in leadership and management positions
- 3 Ratio broken down by job family/category
- 4 Ratio broken down by department
- 5 Compensation: men's vs. women's salaries by salary group
- 6 Compensation: men's vs. women's salaries by job rank
- 7 Ratio of male and female employees by quartile pay bands
- 8 Ratio of men and women who received bonuses
- 9 Ratio of men and women among promoted employees
- 10 Ratio of men and women among new hires
- 11 Ratio of men and women leaving the company
- 12 Ratio of men and women working part time
- 13 Ratio of men and women with short-term contracts/ precarious work situations and % of churn for each
- 14 Number of men and women taking parental leave



## CASE STUDY

The BBC published a report in July 2018 entitled **Making the BBC a Great Workplace for Women** to support the equal advancement of women and men. Recommendations for change were based on 5,000 comments and ideas from staff (male and female), analysis of workforce data, examination of best practice within the BBC and research of over 30 companies in the wider business community.

The recommendations were categorized into three themes: support, development and leadership. The resulting work included increasing access to flexible working arrangements, redesigning recruitment processes, increasing training and support for team leaders and introducing new mentoring, coaching and sponsorship-development schemes. Endorsed by the Director General, Tony Hall, the recommendations have now been translated into concrete, measurable goals and actions.

**“The success to date of this work lies in the engagement and collaboration between staff, team leaders and HR, recognizing that we are all equally responsible for culture change. We will continue to challenge our thinking within the BBC by sharing our progress and learning from others to identify best practice in the industry,”** said Marianne Bell, Gender Culture & Progression Project Lead, BBC.





## SAMPLE QUESTIONS FOR A SURVEY ON GENDER EQUALITY IN THE WORKPLACE (Courtesy of QuestionPro & SurveyMonkey)

**Q1**

Do you feel you are treated equally within the workplace by your employer compared with colleagues of the other sex?

**Q2**

In your workplace, do you feel that colleagues of the other sex are able to advance their careers more quickly than yours?

**Q3**

Do you believe that pay is unequal between men and women with the same qualifications in your workplace?

**Q4**

Has your gender impacted your chances of receiving (or not receiving) a promotion at your current workplace? How?

**Q5**

Have you ever been a victim of gender discrimination in the workplace?

**Q6**

Do you feel anything is being done about gender equality?

**Q7**

The term 'glass ceiling' is often used to describe an unseen barrier that stops women and minorities from moving up in their careers. To what extent do you feel a glass ceiling exists in your workplace?

**Q8**

Have you struggled to find a leadership role?

**rtve**



## CASE STUDY

RTVE began focusing on gender equality in 2012. An Equality Commission was established, which published the RTVE Equality Plan. This plan tracks the proportion of men and women on staff and in management across its four divisions (RTVE, TNE, TVE and CCTT), in compliance with Spain's 2007 law on gender equality. Since then, a gender-equality report has been published every year. In 2017, the Equality Commission conducted extensive research to analyse the impact and efficiency of the equality plan. This highlighted

a persistent gender pay gap at RTVE. At the same time, female volunteers spontaneously started a grassroots movement in collaboration with the human resources department.

This resulted in two focus groups, attended by senior leaders, which addressed key organizational issues preventing the advancement of women. Three workshops followed on inclusive leadership, soft skills, female leadership and other topics. **"The content, individual stories and larger issues discussed in these spaces were vital elements of**

**the organizational assessment needed. The data serve as the dashboard to then set the dial in a more desirable direction of equality, equity and equal opportunity,"** said Teresa Muñoz Guerra, Equality Officer at RTVE.

By July 2018, the Department of Welfare, Equality and Diversity was created to embed gender equality as a strategic and continued organizational focus area within RTVE. In addition, 2018 data showed a higher rate of female leadership across the RTVE Group, situated at 38% compared with 27% in 2017.





## CASE STUDY

SRG SSR hosted multiple internal focus groups in March 2019 with the aim of shedding light on the barriers holding back women from progressing in their careers. The results helped to shape a gender survey taken by all employees **“so as not to be misled by potentially wrong beliefs,”** said Ladina Heimgartner, Deputy CEO of SRG SSR and the project’s leader.

Respondents were asked to answer questions or rate statements such as **“In my professional context, I feel respected in terms of gender, background and age”** and **“How important are the following factors for my career: my boss, friends and family, the flexibility of my company, etc.?”**

The survey’s response rate was over 50%, and responses were split equally among men and women, with two main pain points standing out:

1. Women felt less respected, heard or taken seriously in their professional role than men.
2. Women and men felt there was a lack of access to promotions and career development, something which depends on individual managers and is therefore out of employees’ control.

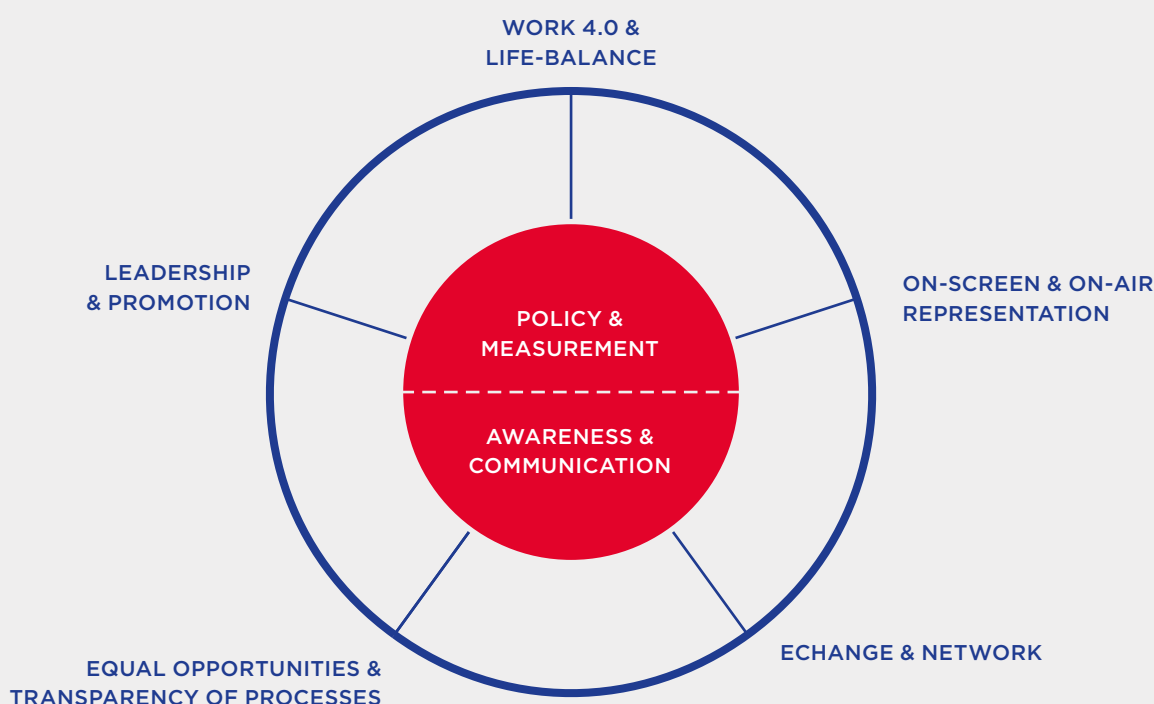
The survey was followed by facilitated internal workshops with staff to delve deeper into these insights. A participative approach was used to get the most out of the sessions and to identify any structural measures, processes or cultural aspects that needed to be addressed. A forum of 130 female managers also discussed the results and built a framework comprising six key focus areas.

Initially, the project focused heavily on internal processes and human resources policies. However, Switzerland’s feminist strike on 14 June 2019 – during which close to a million people turned out nationwide to protest the inequalities affecting women – shone a national spotlight on the media’s editorial responsibility to portray women equally. A seventh focus area was identified, namely gender equality on screen and in SRG SSR’s programmes.

Formally launched in May 2019, the internal network Idée Femme grew out of this body of work. **“We feel this programme will not only address the entrenched imbalance in our organization, but also further motivate cultural change,”** said Ladina Heimgartner.



### SRG SSR GENDER EQUALITY FRAMEWORK - 7 AREAS OF FOCUS





## ENGAGING EVERYBODY: MEN AND WOMEN

Gender-equality programmes tend to focus on empowering women. However, progress toward gender equality will not happen without the full support and engagement of men. They have a vital role to play in the societal pursuit of this equality, and many are already doing their share: they are allies and mentors or simply abiding to values of fairness. **How men think, behave, and how they relate to women**

**(and other men) all play an important part in fostering gender equality.**

### CREATING AWARENESS

To build an inclusive culture, men and women need to cooperate based on common values, free from biases. However, a 2009 study by Catalyst (a global non-profit organization focusing on accelerating progress for women at work) showed that before

individuals will support efforts to right a wrong, they must first recognize that the inequality exists. In other words, men who are more aware of gender bias (via training, focus groups or internal communication campaigns) are more likely to say that it is important to them to achieve gender equality. Other findings revealed three key factors that can predict men's awareness of gender bias:

- ✓ Defiance of certain societal masculine norms
- ✓ The presence or absence of women mentors
- ✓ A sense of fair play

### PRO TIP

RTVE invited male personnel of all grades to attend internal focus groups discussing the subject of gender inequality, to raise awareness about the different type of experiences that women can have at work. In 2018 Spain changed its law on paternity leave, granting men the possibility to take up to 8 weeks of paid leave. This has kick-started a conversation on new societal and professional norms. **Using data and having a mix of staff and managers within the focus groups produced constructive conversations on the new norms that should be adopted and alleviate fears associated with turning the page on the old male-driven model.**

The following strategies, which have been observed among public service broadcasters, have been particularly effective to get men and women working together for the cause of gender equality in the workplace.



## EFFECTIVE STRATEGIES FOR GENDER EQUALITY ENGAGEMENT IN THE WORKPLACE

1

Raise attention, using company data to explain why gender inequality exists and making this information readily available to all staff.

2

Provide training to all staff on the topic of unconscious gender biases.

3

Curate the message and make sure your communication about gender-equality programmes appeals to both men and women, in other words that it is not branded simply as advancement for women.

4

Treat gender equality as a business issue, not simply a women's issue.

5

Involve women and men as active equal partners in all equality initiatives within the organization.

6

Secure the participation of men from diverse backgrounds – involving men from different organizational roles and levels, from a wide variety of demographics (e.g. age, cultural backgrounds, sexual orientation), in each gender-equality-related plan or activity.

7

Support and launch an internal mixed employee network (versus a women's network) to involve employees in the conversation about gender equality.

8

Encourage men and women together to discuss, challenge and change gender-biased organizational policies and practices.

9

Encourage men to call out the bad behaviour of other men whenever they witness it, whether this is sexism, harassment or whatever.

10

Set up mentorship and sponsorship programmes allowing men and women in senior roles to support the career progressions of men and women in lower ranks.

## PRO TIP

The women of France Télévisions launched an internal network in 2013 called **Des Images et des Elles**. It was open to men from the start and aimed at addressing the representativeness and visibility of women in French media. The network today counts about 400 active members and features a blog highlighting its numerous activities. It also works hard to keep the topic of gender equality visible within the company.

<https://blog.francetvinfo.fr/des-images-et-des-elles/>

france.tv

ORF



## CASE STUDY

ORF appointed three gender-equality officers and three deputies in 2011: one of the three officers is a man. The ORF also has a gender-equality committee consisting of five women and five men and deputies appointed by the Director General and the central worker's council.

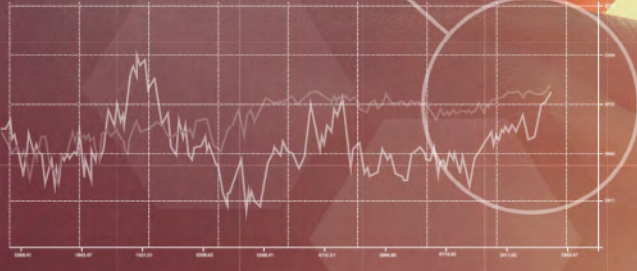
Among the gender-equality initiatives deployed, gender competence workshops, tailored to different groups, were made mandatory for both male and female managers (especially in those departments like sports and technology with high underrepresentation of women), and made available to all employees.

**“This helped foster a common understanding and language, and a new way to define leadership in a traditionally (masculine) competitive culture. Gender equality changes that definition of leadership,”** shared Claus Pirschner, Gender Equality Officer and radio host at ORF.

**“And ultimately, change is obtained one conversation at a time, by understanding what the biases and the fears of individuals are.”**

ORF also launched an in-house ‘Daddy Campaign’ in 2014 to encourage more male employees to take advantage of paternity leave and part-time working, using storytelling techniques. Male employees who took paternity leave were portrayed with their children in videos and a flyer. They shared their experiences and challenges faced during paternity leave, championing their engagement on the home front as well as in the office. The rate of new fathers taking paternity leave has since more than doubled.





# FOCUS ON POLICY



**The most progressive organizations on gender equality have drafted a strategy and outlined policies that define equality. Equal opportunities for men and women should be noted as the desirable outcome. A strategy will address existing areas of discrimination and a policy will enable action to deliver equality. In addition, a formal policy on gender equality will highlight an organization's attitude and values regarding equality and gender diversity in the workplace. It will outline the process for eradicating prejudice and inequality and state how the workplace should improve in terms of fair treatment.**



## BENEFITS OF A CLEAR-CUT GENDER-EQUALITY STRATEGY

- 1** Providing equal opportunity for everyone in the workforce, no matter their background or profile, including equal remuneration for the same work performed.
- 2** Removing barriers to the full and equal participation of women in the workforce.
- 3** Providing full and genuine access for both women and men to all occupations, including leadership roles.
- 4** Creating a positive and supportive working environment for all staff and driving a culture where rewards are transparently linked to employee attitude and performance.
- 5** Protecting employees – both women and men – from gender-based discrimination, particularly in relation to family and other caring responsibilities.
- 6** Strengthening the employer brand.



Here are some areas to consider when drafting a gender-equality policy, based on best practices among EBU Members and PSM.



## LIST OF GENDER-EQUALITY POLICIES TO BE CONSIDERED

AREA OF FOCUS	POLICY FEATURES
1 VALUES	A statement of the organization's philosophy on <b>valuing a diverse workforce</b> and an articulation of the benefits arising from gender equality.
	A statement that the organization is committed to promoting <b>a culture that embraces gender equality</b> at all stages of the employment cycle.
	An outline of the process for <b>correcting cases of inequality</b> whenever discovered.
	A clear statement on where <b>accountability for gender equality</b> will lie: this should include roles and responsibilities of line managers, human resources officers and relevant employees, and whether a gender diversity review committee exists.
2 PROCESS TRANSPARENCY	<b>Recruitment:</b> An outline of the gender-equality principles applied to the recruitment stages, including but not limited to: formulating the job description, sourcing candidates and advertising, the protocol concerning the use of recruitment agencies, recruitment team/panel composition and required training, the building of a shortlist, and the interview and selection process.
	A commitment statement to <b>constantly review the recruitment process</b> in order to eliminate bias.
	<b>Retention:</b> An outline of the gender-equality principles applied to employee-engagement strategies, including but not limited to: <ul style="list-style-type: none"> <li>✓ salary</li> <li>✓ benefits and total remuneration</li> <li>✓ training and career development</li> <li>✓ health &amp; safety and other employee-support processes</li> </ul>
	<b>Performance assessment and promotions:</b> An outline of the gender-equality principles applied to the promotion process, including but not limited to: <ul style="list-style-type: none"> <li>✓ requirements for promotions (qualification, work record, and length of service)</li> <li>✓ talent/high-potential staff identification</li> <li>✓ internal-applications management</li> <li>✓ support provided during transitions</li> </ul>





AREA OF FOCUS	POLICY FEATURES
3 LEADERSHIP DEVELOPMENT	<p>An outline of the gender-equality principles applied to the process of <b>identifying and managing talent/high-potential staff internally</b>, including but not limited to: how talent/high-potential staff are approached internally (human resources, line manager), how the talent pool is organized and managed (record-keeping, monitoring, updates), and how those individuals are treated in terms of promotion.</p> <p>An outline of the gender-equality principles applied to the availability and type of <b>training and career-development programmes for employees</b>. This includes but is not limited to identifying and documenting specific employee training needs, analysing skills gaps, documenting the financial resources available and utilized for employee training and career development, investigating and approving specific training programmes, and identifying and documenting the work-related improvements achieved from training. How <b>mentoring and sponsoring schemes are made available and encouraged</b>.</p>
4 REMUNERATION	<p>A statement wherein the organization commits to work actively <b>to close unfair pay gaps</b> (through regular analysis, monitoring, communication and taking remedial action, where required).</p> <p>A statement on the organizational commitment to <b>provide transparency in regard to pay grades</b>.</p>
5 WORK FLEXIBILITY	<p>An outline of the programmes and initiatives that will support employees who have family and other caring responsibilities, including help with <b>combining work and parenting</b>.</p> <p>An outline of <b>flexible working policies</b> available to all employees.</p>
6 WORKING CULTURE	<p>A statement that the organization is committed to preserving an <b>inclusive and respectful working environment</b>, where people are treated with dignity, decency and respect, characterized by mutual trust and the absence of intimidation, oppression and exploitation.</p> <p>A statement that the organization is committed to <b>preventing hostile and biased behaviour</b> or management via regular training.</p> <p>An outline of the gender-equality principles applied to prevent, flag and <b>deal with harassment, discrimination, abuses of position</b> and bullying in the workplace.</p>



## FOCUS ON RECRUITMENT AND PROMOTION

In this chapter we will review how transparent processes in hiring and promotion can result in more women applying for jobs and accelerate gender parity in the workplace.

When it comes to accessing jobs with responsibility, career progression or professional development, men and women do not always enjoy the same opportunities. In the 2018 HBR article *Why women stay out of the spotlight at work*, it is described how underlying attitudes between men and women are completely different. Men seek and are given feedback from early on in their careers, as well as receiving mentoring, and are also more comfortable applying for jobs even when not fully qualified for a given position. Women have traditionally been more passive and less comfortable drawing attention to their work or promoting their accomplishments.

However, they are also victims of unconscious gender biases. For example, it is often assumed that women will pull back from their careers after having a baby, automatically making themselves less available. Or a woman in her early thirties might be considered de facto

a risky candidate because of the probability that she will subsequently go on maternity leave. These circumstances have led to a two-speed career path for men and women and, ultimately, to most of top jobs being occupied by men.

Furthermore, research from Textio (an augmented-writing software company), based on an analysis of hundreds of millions of jobs ads, has shown how the way some positions are advertised – both in terms of the language used and the place of publication – does not encourage a diverse range of candidates to apply. The word ‘manage’ for instance encourages more men than women to apply for the role. In fact, gender preferences can be conveyed subtly through words such as ‘competitive’ or ‘leader’, usually associated with male stereotypes, while words such as ‘support’ and ‘interpersonal’ are associated with female stereotypes.

The following tactics have already been implemented successfully by several public service broadcasters, leading to transparency in hiring and promotions – resulting in organizations that are more inclusive, and which obtain better results.



### PRO TIP

Swedish Radio has worked extensively at making their job adverts appealing to women.

**“We wrote a job-advert guide for recruitment managers in which we advise them to reduce the core competencies required and use more space to highlight the company and its values. We also made the tone of the brand lighter and more fun in order to appeal to younger applicants,”** said Anne Holmgren, HR Strategist Employer Branding & Diversity at Swedish Radio.

**“We started adding pictures featuring men and women when posting jobs on social media. Our job ads are now articulated in an inclusive way and use terms that are gender neutral.”**

sv<sup>erige</sup>Radio

# RECRUITMENT POLICIES

## 1. GENDER-NEUTRAL JOB DESCRIPTIONS

A study from the job-search website ZipRecruiter discovered that removing gender-biased words from job descriptions increased the number of applicants by 42%. Job specifications often unintentionally discourage women from applying, for instance by listing items as 'requirements' even though the company would be willing to forgo them for the right candidate. **Women are far more likely to apply for jobs they believe they are fully qualified for**, so a more realistic and less aspirational list of requirements can improve the rate of women applicants. Additionally, the use of superlatives (expert, high-powered, competitive, ambitious, outspoken, confident and so forth) appeals more to men than to women. Sometimes job descriptions fail to clearly describe what the job is like and what benefits it includes. It is important to distinguish clearly between job and personal requirements, while emphasizing soft skills like teamwork and creativity. In fact, it is becoming increasingly hard to find the right soft skills compared with technical skills. Naming soft skills also signals a welcoming environment to both female and male candidates.

## 2. ALTERNATIVE RECRUITMENT CHANNELS

Considering alternative recruitment channels can be an efficient tactic when

pursuing recruitment of women. Recruiters and HR partners can in fact promote the employer brand and job openings in non-traditional networks, such as social-media communities in which the organization is not necessarily well known. For instance, it may be worth promoting job openings among national and international professional women's networks that relate to specific roles (Women in Tech, Women in Drama, etc.).

## 3. THE CASE FOR QUOTAS

Under-representation of either gender within a job category/department is an important consideration when deciding whom to appoint to a position. In some public service broadcasters, if two candidates have equal qualifications but are of different genders, the candidate that will help redress the gender imbalance should be favoured. In some cases, specific gender quotas for hiring might be necessary to correct the imbalance more quickly.

## 4. ATTRACTING WOMEN CANDIDATES TO TECHNICAL JOBS

IT and broadcast-distribution departments within broadcasters are notoriously struggling to find new female talent. Besides the tactics described above, the following case studies from France Télévisions and Swedish Radio are to be considered for increasing the number of women candidates applying for technical jobs.

### PRO TIP

France Télévisions has devised a partnership programme with universities to promote the employer brand among future engineering candidates and tap young female talent. It does this by illustrating the type of technical jobs and career paths that are on offer at the public service broadcaster.

france.tv

france.tv



## CASE STUDY

France Télévisions in 2018 adopted the following principles to achieve gender equality in its hiring:

### Job applications:

- ✓ If applicants have the same skills and similar qualifications, priority given to the one from the under-represented gender in a given department
- ✓ Target to achieve overall gender balance in all job postings (recruitments, career progression, use of short-term one-off contracts)
- ✓ Systematic shortlisting of at least one applicant in the under-represented gender
- ✓ Automatic postponement of the hiring if there are no applications that fulfil the above criteria

### Women's access to management:

- ✓ Obligation to put forward at least one female candidate in the preselection
- ✓ Possibility of postponing hiring if no female application is received
- ✓ Respect of parity for appointments made in the context of career progression
- ✓ Priority assigned to applications from under-represented genders in highly unbalanced sectors
- ✓ Parity compulsory for all recruitment of work/study candidates into technical positions







## CASE STUDY

Swedish Radio increased the representation of women working in technical roles by 9%: **“We needed to attract female applicants for jobs in our innovation department, primarily developers. We researched thoroughly social networks and special interest groups of women developers, or ‘Women in Tech.’ We targeted these groups while promoting SR’s vision on innovation and work culture.** We then invited them to SR for Creative Lab sessions and discussion groups. A Creative Lab is a week-long open house for young people to live and work in the same place to solve specific technical or business challenges, e.g.

reaching a younger audience with content. It attracts a mix of artists, developers and Youtubers who get to pitch their solutions to the organization at the end of the week. **This, in due course, resulted in the recruitment of five new female developers, and we increased the proportion of women in the organization from 10% to 19% between 2017 and 2018.** We also held an ‘innovation meet-up’ in September last year, and by inviting attendees via unconventional channels, we succeeded in securing a 40%-female audience at our recruitment event,” said Anne Holmgren of SR.



## PRO TIP

Swedish Radio in 2013 managed a project to increase women’s representation in sports radio:

**“We had a goal of hiring three women out of five new recruits. Within five years, we managed to increase female employees in sports radio from 15% to 31%,”** said Anne Holmgren of Swedish Radio.

**“In addition, in order to keep feeding the female talent pipeline in a still-underrepresented vertical, internships in that team are now offered only to women.”**



## PROMOTIONAL STRATEGIES

### 1. PUBLICIZE JOBS INTERNALLY FIRST

Posting jobs internally at the same time as externally, to notify staff of a job opening, is a positive example of how to create career-development opportunities for women.

**Employers need to clearly state in the employee handbook their policies for handling internal job postings.** This ensures that all employees are up to date on what they can expect if they apply for an in-house vacancy. **Internal female candidates should ideally be preferred to external candidates whenever levels of competence and suitability are similar.**

Employees want and deserve the opportunity to continue to grow and develop their skills, and this should be possible without having to leave the organization in which they work. This kind of culture contributes to better employee retention and buy-in.

### 2. CAREER MAPPING FOR FEMALE EMPLOYEES

Organizations should have effective career mapping frameworks for their employees once probation periods have been completed.

Development plans, stretch assignments, promotions and networking opportunities should be equally accessible to men and women who have been rated with similar capabilities.

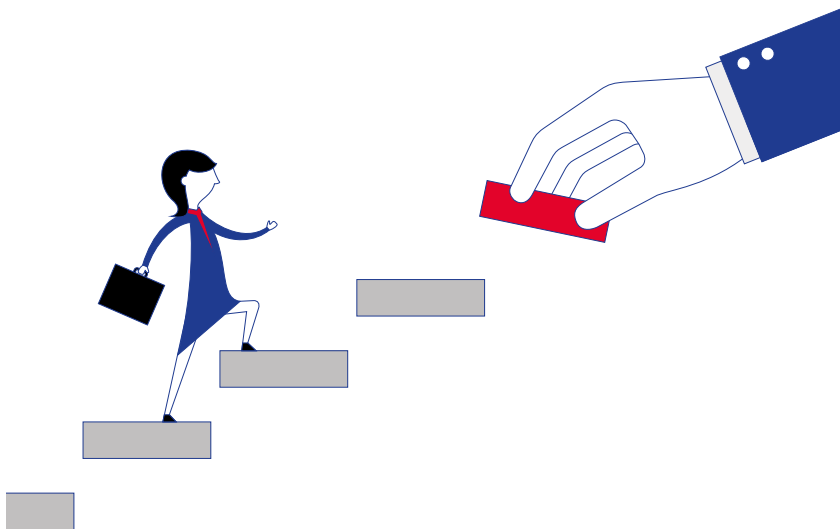
Additionally, **the process for and the criteria used in assigning promotions should be clearly spelt out.** As such, female employees can become aware of opportunities for development at higher levels and gain a clearer outlook over the path to senior management roles.



# DEVELOPING LEADERS

To achieve gender equality, not only do organizations need to make a conscious effort in hiring more women or men in under-represented departments and teams; they also need to **capitalize on and develop**

**existing in-house talent.** There are several strategies already in place within public service broadcasters to enable female-leadership development. Here is a list of the most effective ones.



## 1. CREATE A LEADERSHIP PIPELINE WITH CLEARLY IDENTIFIED FEMALE SUCCESSORS

It is in the interest of any organization to identify leadership potential and nurture this along the employee journey. Leadership teams should systematically spot high-potential/high-performing individuals proactively and discuss their career-development options with them, particularly women.

## 2. PREPARE FEMALE SUCCESSORS FOR LEADERSHIP POSITIONS

The field of professional training has grown considerably, and several options exist today, fitting all types of budget. Depending upon the size of the organization, one sensible way is partnering with a business or specialized academic institution

that provides executive education programmes. While there needs to be the understanding that these programmes should not foster unreasonable expectations of automatic, short-term career advancement, there is a lot of business sense in empowering and investing in workforces. Benefits include reduced employee churn and increased performance, to name but a few.

Training is not the only tool or solution: **professional development can be enabled by sponsoring membership of professional associations** that offer targeted programmes (such as the Professional Women's Network or Women in Media). Finally, the EBU Academy's programmes offer PSM professionals several cutting-edge courses covering a multitude of topics and skills to stay relevant in an ever-evolving media landscape.

BBC



## CASE STUDY

The BBC News & Current Affairs division delivered Women in Leadership programmes in 2015 and 2017, sponsored by the division Director. Each programme involved 16 participants operating in senior leadership positions with the potential and desire to progress into the top tier of BBC leadership. Selection was through application. Sponsorship and modular training were delivered over 12 months. Each participant was allocated two mentors from the News Group Board and invited to attend News Group Board meetings, contribute to strategic projects and was given access to exclusive 'in conversation' role-model events with leading female executives from a cross-section of industries.

**Overall, 80% of the participants in both programmes have subsequently secured a promotion or moved into a new leadership role.** Lessons learnt from this programme are the value of peer-group support in encouraging women to put themselves forward for promotion and the importance of the visibility that comes from senior sponsorship.

The BBC has also launched the Hilda Matheson Development Programme, which is a self-development opportunity designed to help women prepare for more senior leadership positions. It is named after the first woman to be appointed to a senior post at the BBC, in 1927. Over two years it has supported 155 participants from entry-level leadership positions. Training has been delivered in modules over six months, at regional centres. Over 80% of participants reported increased confidence levels, and 90% of team leaders said they had observed increased motivation and positive changes in attitudes towards advancement.



### 3. SET QUANTITATIVE TARGETS FOR WOMEN IN LEADERSHIP POSITIONS

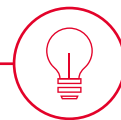
While it might take some time, a firm commitment to achieving equal-leadership targets within a reasonable timeframe can stir genuine change. Managers and senior executives should also be encouraged to achieve these targets by means of clear objectives and incentives. Here are some examples of targets set by EBU Members:

- ✓ France Télévisions is working toward 30% of all technology personnel to be female by 2020. To do so they are partnering with engineering schools to secure internships and illustrate broadcasting career opportunities to engineering students.
- ✓ ORF is required by law to have 45% of all positions filled by women, including the management level (except the executive board). This quota is to be reached in biennial steps. Today women hold 32% of management positions.

### 4. SET QUOTAS IN HIRING AND PROMOTIONS

Mindful monitoring of the percentage of women who are hired and promoted will also help change an organization's diversity profile. Setting specific quotas for a period of time can be a solution for correcting specific imbalances.

As we have seen in previous chapters, several broadcasters already implement such a strategy, by giving precedence to the under-represented gender when two equally well-qualified candidates are considered suitable for the same position. The case for quotas is a strong one, conveying a genuine commitment to more gender-balanced organizations.



### PRO TIP

RTVE has invested considerably in 2018 and 2019 in training for women, working with the leadership team to identify promising talent and set clear targets:

- ✓ Three workshops about inclusive leadership, attended by more than 30 managers, directors, coordinators and 'influencer' staff members.
- ✓ *Hazte visible* (Be Visible!), a two-day workshop on empowerment and leadership, attended by 23 women in 2018.
- ✓ *Promociona*, an executive education course focusing on leadership and business skills for senior women, followed by four women in 2019.
- ✓ *Sheleader*, an online platform through which 20 women are due to access professional training for 1 year, starting in 2019.
- ✓ Specific courses on journalism from a gender perspective and examining unconscious biases.
- ✓ A two-day workshop on soft skills, attended by 20 identified talented women.
- ✓ Conferences for the whole company about inclusive language.

## 5. PROVIDE MENTORING PROGRAMMES

Mentoring is a critical tool for soliciting engagement from and retaining emerging leaders, providing guidance and visibility. In the media industry, offering mentors for up-and-coming female leaders is especially important given the lower proportion of women in such positions. It also gives mentees a clearer understanding of the career paths of female leaders, which is an important motivational factor for women. Several pieces of research point to the fact that women who have high visibility into future career opportunities are five times more likely to report that they want to stay at their current organization, compared with women who do not have this clear view. A few leading organizations have taken an additional step of creating individual and group mentoring programmes for women in media roles. The combination of those programmes ensures women not only have mentors, but they also have access to guest speakers and peer-to-peer networks, to encourage networking with other women in the industry.

## 6. LAUNCH ROLE-MODEL PROGRAMMES

Ensuring senior leaders act as role models is a reliable strategy for defining the organizational culture. Whether it is offering flexible working policies, championing inclusive attitudes and behaviour in meetings, or backing female colleagues publicly, senior leaders can contribute enormously by commending desired behaviour and creating a climate for effective collaboration.

## 7. ACTIVATE INTERNAL WOMEN'S NETWORKS

Internal women's (or mixed) networks are a successful way to provide a space where staff can choose what professional and leadership topics to explore. Whether by organizing keynotes and conferences on leadership,

or focusing on negotiation skills and personal branding, these forums allow for informal role models to come to the fore. They also provide visibility for junior female colleagues, who would not normally have the opportunity to interact with more senior colleagues and gain from their example. These forums are also useful in allowing for serendipitous networking internally, by connecting colleagues whose paths would not usually cross. Usually run on a volunteer basis, the forums are most effective when backed by a budget and the sponsorship of a management-team member. Here are a few examples from public services broadcasters:

- ✓ SRG SSR launched its network **Idée Femme** in May 2019 to encourage a constructive discussion about gender equality across the organization's four regional and linguistic divisions.
- ✓ France Télévisions' women network organizes quarterly internal conferences featuring (and open to) men and women in media. For example, a morning of workshops for newsrooms, led by the French collective *Prenons la Une*, addressed the topic of how to avoid stereotypes in news.
- ✓ The public service media of Germany and Austria organize "Media Woman," a women-in-media conference, hosted each year by a different organization and led by the respective equality officer. In October 2018 Bayerischer Rundfunk (BR) hosted the three-day conference, entitled **The Sky is NOT the Limit!** in Munich. It featured 43 internal and external speakers and over 24 workshops on topics ranging from "Digital Innovation: inspiration for women" to "Change in companies: how and where can women seize their opportunities?" The conference was attended by

## CASE STUDY

The BBC's Gender Culture & Progression Project – launched by the Director General under the sponsorship of one of the BBC's most senior female editors – identified **the importance of sharing positive experiences of workplace culture through male and female role-model stories**. Extensive consultation with staff identified a tendency for them to judge workplace culture through the lens of personal experience with their immediate team. An opportunity was identified to broaden people's awareness of best-practice workplace culture through the sharing of authentic and engaging role-model stories via the BBC's Internal Communication Channels. The report *Making the BBC a Great Workplace for Women*, published in 2018, recommended profiling the careers of others to inspire new thinking on how to pursue career ambitions. The BBC has extended this approach on communicating visible role-model stories and is receiving a high degree of engagement on business-culture themes such as flexible working, mentoring and well-being in the workplace.



over 400 women. This annual meeting also strengthens relations between the organizations.

## CASE STUDY

ARD/BR has implemented a comprehensive plan to stimulate and nurture women's leadership development. Here are its main components:

- ✓ A cross-mentoring programme for women, with professionals from different companies acting as mentors. This 12-month programme is aimed at women who are at the beginning of their management careers. In cross-mentoring, the mentor and mentee work in different companies. This dialogue gives the mentee the opportunity to reflect on leadership situations and challenges in a safe space and potentially to adopt a different perspective. ARD/BR has been participating since 2011. The programme is organized and coordinated by an external supplier.
- ✓ A development programme for prospective and new managers: participants learn about practical management and leadership tools, and how to apply them.
- ✓ An equal opportunities-oriented series of events, *Leg los!* (Go for it!).
- ✓ The goals of this series are achieving personal development, seeking and harnessing challenges, gaining new perspectives through new impetus and better self-organization. Anyone working in the company can take part in these after-work events, even without their supervisor's consent. In order to motivate women and men to take on new challenges, the first pilot event, *How Women and Men Become Professionally Successful with Self-Marketing*, took place in October 2015 at ARD/BR. The event was well attended, attracting 130 participants. Up to two events per year are organized and will be offered in the future as part of BR's education programme.
- ✓ Annual two-day seminars on leadership development for both female leaders and female staff considering a leadership role.
- ✓ A gender-focused seminar for executives to train in recognizing bias and different working styles relating to gender.
- ✓ The **Women in Tech** award (jointly organized by German public broadcasters ARD and ZDF) for female graduates who have written a thesis on issues relating to innovation, broadcasting and/or public service media.
- ✓ External evaluation of success in achieving gender equality through auditing by certification bodies.
- ✓ **Girls and Boys Day:** Role clichés and prejudices still exert an unconscious burden in career choices. To broaden young people's views so that they can make full use of their abilities and the career opportunities available, BR has participated annually in a Girls and Boys Day, a nationwide action day run jointly with ARD, ZDF, DW and Deutschland Radio. Young students as well as employees' children between the ages of 15 and 19 are invited to discover broadcasting careers: girls are introduced to technology jobs and boys to clerical occupations, thereby reversing the usual gender representations.



Having a good gender equality program alone is not enough. We must ensure that aiming for gender balance becomes a prestigious and strategic issue and that gender - and diversity - competences become indispensable criteria for anyone in management.

Gender balance can only be truly achieved if it becomes a matter close to everyone's heart - and if words are followed by concrete actions. We need a 'can do' mentality to have everyone, men and women, thriving in their job.

Sandra David, Equal Opportunity Officer, ARD/BR.



# FOCUS ON CULTURE

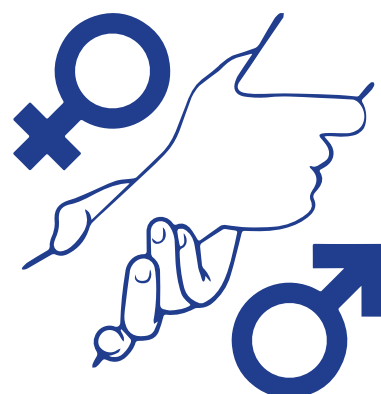


**As the EBU Gender Equality Steering Group discussed and shared the policies for gender equality in this report, the notion of ‘organizational culture’ kept on surfacing as the underlying denominator for success. Policies are necessary to provide structure, to set the tone, to give clear rules and to clarify what are the expected values and types of behaviour within the organization. But very often, policies can become a non-productive effort if culture is not considered during their creation and implementation. Ultimately, the desired degree of change is not achieved. The following four building blocks have been identified among public service broadcasters as successfully fostering a culture of gender equality.**

## DEFINING CULTURE

Defining and articulating the overarching desirable culture must be a priority. Gender equality is about dissecting old and archaic mechanisms of power and enabling positive, inclusive and thriving working environments. Having a place where everyone has the chance

to excel and bring their whole self to work will increase innovation opportunities as well as staff well-being. Parallel with the drafting, implementation and announcing of policies, this underlying culture needs to be clearly stated by the organization’s leaders.





## LEADERSHIP COHERENCE AND LONG-TERM COMMITMENT

Staff pay attention to leadership, to what and how leaders communicate. They are also looking to see if the introduced policies line up with their daily experience. **Gender equality is not just a communications exercise; it is a paradigm shift.** It requires redefining leadership along inclusive lines by depriving it of traditional macho-competitive values. Additionally, a policy must be put in place to enforce mechanisms that reward

progress but also sanction wrong types of behaviour. If a policy states that the company has a zero-tolerance policy on harassment, then it needs to enforce penalties for violations of that policy. A long-term commitment is also needed because these programmes usually require a minimum of two to three years to be implemented and produce the desired measurable results.

## MEASURE FOR SUCCESS

Metrics need to be in place to track both awareness and adoption of policies. Awareness among staff should be measured regularly, and the insights from this research should be used to inform and steer communications going forward. Policies will ideally be linked to specific data points that are deemed as needing to evolve, whether this is, for example,

the progression of women in leadership or the closing of the gender pay gap. Progress on the identified metrics should be measured and communicated to staff and stakeholders regularly. For this to happen, transparency needs to be embraced as a factor that builds trust and provides a solid foundation for a new corporate culture.

## REGULAR, CONSISTENT COMMUNICATION

For gender equality to become the norm, policies and achievements need to be properly illustrated and communicated regularly, leveraging all of the available tools, opportunities and individuals. Video interviews

with staff, 'townhalls', company newsletter articles and leadership speeches, all part of an integrated effort – will gradually help align behaviour and employee experience in the goal of achieving gender equality.



### PRO TIP

ARD/BR has created a clear-cut process for measuring the success of its equality policies. At BR, a working group has been formed to deliver on the agreed Gender Equality Plan, consisting of one member from each of the respective directorates, the Equal Opportunities Officer, a staff council representative and a project manager. Together, objectives are worked out and defined, all of which BR intends to implement over a three-year period. The plan has as such become a company-wide strategy. Everyone needs to feel involved, including the Director General. The Equal Opportunities Officer regularly gives management a progress report on achievement of the goals. The issue is also reported on and discussed in meetings of the Broadcasting Council (the highest governance body), thus providing oversight into executive management's commitment to the plan. ARD, ZDF and ORF all have gender-equality plans, known also as equal opportunities plans. Implementation and results are monitored at various levels so that success becomes measurable.

ARD®

BR



## CASE STUDY

Swedish Radio has been awarded the Institute of Human Resource Indicators (Nyckeltalsinstitutets) prize as Sweden's most gender-equal workplace in 2019.

The prize is awarded based on a number of key HR performance indicators that measure equality amongst women and men in an organization, including differences in wages, employment rates, take-up of parental leave and equality at the top management level. Swedish Radio obtained consistently high marks in most categories, and in some categories was ranked top in Sweden. **"This is acknowledgement of the work we are doing across**

**the organization. Active participation from co-workers and managers at every level and solid support from our very competent HR department are producing results,"** said Cilla Benkö, CEO and Director General at Swedish Radio.

**"At Swedish Radio, we no longer just talk about the importance of a balance between men and women, but also about the importance of diversity in general. By diversity, I mean people in a group who contribute knowledge, approaches, perspectives or networks other than those already in the group as a whole. It's not a question of fairness; it's a question of quality."**



## PRO TIP

Georgian Public Broadcaster (GPB) has introduced an annual calendar of meetings on gender equality with international organizations for its senior executives:

- ✓ Council of Europe
- ✓ United Nations Development Programme (UNDP)
- ✓ United Nations Population Fund (UNFPA)
- ✓ Women's Information Center

These activities increase management awareness, their broader education on gender equality and their commitment to equal opportunities.



## PRO TIP

Besides providing women with good female role models in the workplace, it is equally important that men are provided with models of positive and inclusive leadership to look up to.

RUV's director general, Magnús Geir Thordarson has been an avid public supporter of gender equality not only within RUV, but in society as well. In 2017 he was nominated Chair of Iceland's national Directorate of Equality.







## WORK-LIFE BALANCE AND WORK FLEXIBILITY AS A CULTURAL SHIFT

One of the highest barriers that women face in the workplace, and in society in general, is the expectation that they should also be the sole or the main caregivers for children as well as looking after household chores.

**In fact, working women in Europe are still holding down two jobs: going to work while handling most of the household tasks, including the cleaning and the childcare.** This fact is reported in a 2017 study by the

European Commission examining gender equality in the EU. According to the study, men in Europe spend 39 hours per week in the workplace on average compared with 33 for women. At the same time, women spend 22 unpaid hours handling childcare and housework, while their male counterparts spend only 10 hours on such tasks.

In 2013, the Economic and Social Research Council released data drawn from 250,000 interviews

held in 30 countries over the past decade. **Women reported that they often feel that their work is never done, with those working full time still taking on two-thirds of the housework within heterosexual couples.**

In the July 2019 study *Gender Divisions of Paid and Unpaid Work in Contemporary UK Couples*, published by researchers from University College London and Imperial College London, it was shown that women spend about 16 hours a week on household tasks, while men only spend six.

Furthermore, according to the European Commission 2019 data, caring responsibilities are given as the main reason for not working by 31% of women who are not gainfully employed compared with only 4.5% on the part of men.

While cultural norms certainly do play a major role, labour legislation needs to adapt too. There is a need for a fresh perspective – to do away with



WOMEN SPEND  
**22**  
UNPAID HOURS  
PER WEEK  
HANDLING CHILDCARE  
AND HOUSEWORK  
MEN SPEND ONLY  
**10**  
HOURS



## PRO TIP

RUV changed staff rules in 2019 to give men paid leave to be present at pre-natal appointments. "We support our staff in the paternity and maternity process and have recognized the need for both parents to experience those crucial moments in welcoming a new baby together," said Magnus Geir Thordarson, RUV Director General.



New work-life balance legislation, aligned with the contemporary society, will improve opportunities for working women and men to share caring responsibilities (for children and relatives) on an equal basis and strengthen the right for all parents and carers to request flexible arrangements. The UK already meets or exceeds some of the EU standards established in the 'work-life balance' directive. Shared parental leave was introduced in Britain in 2015, allowing parents to share 50 weeks of leave and 27 weeks of pay. However, take-up is estimated to be as low as 2%.

New fathers in the UK are eligible for two weeks of paternity leave, but only 22% make use of this, according to a 2018 Eurobarometer study. This survey also showed that 38% felt they needed encouragement from bosses and colleagues in order to take the time off.

the dualistic, gender-based framework and rethink society in terms of a more fluid work-life balance. To address the challenges that women, working parents and carers face in reconciling work and family responsibilities, the European Commission in April 2017 proposed a 'work-life balance' directive, setting several new (or higher) standards for parental, paternity and carer's leave and seeking to legislate the right to request flexible working arrangements. It takes account

of the needs of small and medium-sized companies so that they are not disproportionately affected. The 'work-life balance' directive called among other measures for the introduction of 10 ten days of paid paternity leave across the EU, five days' leave for carers, and the right to request flexible working. The directive was voted in and published in the EU Official Journal on 12 July 2019. Member States will have to transpose most of the provisions by 2 August 2022.



## EUROPEAN COMMISSION 2019 'WORK LIFE BALANCE' DIRECTIVE

### CURRENT EU LAW

### IMPACT OF THE NEW DIRECTIVE

#### PATERNITY LEAVE



No minimum standards for paternity leave at EU level.

Working fathers will be able to take at least 10 working days of paternity leave around the time of birth of the child.

Paternity leave will be compensated at least at the level of sick pay.

#### PARENTAL LEAVE



At least 4 months per parent, out of which 1 month is non-transferable between parents.

At least 4 months per parent, out of which 2 months are non-transferable between parents. Parents can request to take the leave in flexible forms (full-time, part-time or in a piecemeal way).

No minimum rules on allowance/payment.

The 2 non-transferable months of parental leave will be compensated at a level set by Member States.

#### CARERS' LEAVE



No minimum standards for carers at EU level (except "force majeure" allowing to take short time off for imperative and unexpected family reasons).

All workers will have the right to 5 working days of carers' leave per year.

## FLEXIBLE WORKING POLICIES

Productivity in the workplace has traditionally been associated with a physical presence in the office and the 9-to-5 schedule. Today's ubiquitous internet environment and reliable bandwidths enable staff to check in and connect with co-workers and line management even while not in the office.

Flexible working policies are a way of recognizing employees' humanity and that, at times, private lives can place hefty demands on staff such that they need time away from the office.

Whether they require maternity or paternity leave, whether it is to look after a sibling, parent or relative who is unwell, or whether they need to be there when the children come home from school (or perhaps simply want time to fulfil some personal goals), flexible

working policies respond to an ever-increasing need to redesign the way we all contribute to the world of work without the need to sacrifice our private lives.

A full range of measures exist to help organizations develop and implement workplace flexibility strategies. The following definitions (**see box below**) are some common examples – which must of course be adapted to national and local legislation – implemented among public service broadcasters.

Flexible work should be considered as a solution for anyone, not just for women. Furthermore, the common perception that flexible and part-time work means limited ambitions has traditionally hindered men in taking advantage of these policies.

Communication is key when introducing such policies, which need to be illustrated by individual life stories focusing on employees and leaders, both men and women.

Employers need to make sure that the workforce is aware of the flexible working options available, in particular by measuring awareness using regular staff surveys.

Significant investment has been made in internal communications to explain these new policies and opportunities to staff, by means of video interviews with employee ambassadors and by leveraging the stories of male leaders who have benefited from flexible arrangements – to encourage other male employees to take advantage of these possibilities.



### FLEXIBLE WORKING MEASURES - DEFINITIONS

TYPE	DESCRIPTION
<b>FLEXIBLE HOURS OF WORK</b>	Daily working start and finish times can be staggered instead of being the same for everyone. No changes to salary. Example: instead of starting at 9:00am and finishing at 5:00pm, an employee might start at 7:00am and finish at 3:00pm
<b>CONDENSED WORKING WEEK</b>	An employee may work the same number of weekly (or fortnightly or monthly) hours, compressed into a shorter period. No changes to salary. Example: a 40-hour week may be worked at the rate of 10 hours per day for four days instead of 8 hours a day for 5 days
<b>JOB-SHARING</b>	A full-time job role is divided into multiple job roles to be undertaken by two or more employees who are paid on a pro rata basis
<b>PART-TIME WORK</b>	An employee works less than full-time and is paid on a pro rata basis. Not all part-time work is necessarily flexible in nature, but it offers flexibility to workers who have other commitments or lifestyle choices that are not compatible with a full-time position
<b>REMOTE WORKING</b>	Employees may work at a location other than the official place of work No changes to salary
<b>TIME IN LIEU</b>	Overtime is compensated by time in lieu. Example: an employee can work extra time over several days or weeks and then reclaim those hours as time off
<b>PURCHASED LEAVE</b>	A period of leave without pay, usually available after annual leave allocation is finished. Employers typically deduct the amount of unpaid leave from the employee's salary, either as a lump sum or averaged over the year
<b>FLEXIBLE CAREERS</b>	Employees are allowed to enter, exit and re-enter employment with the same organization, or to increase or decrease workload or career pace, to suit different stages of life



## CASE STUDY

The BBC, in its 2018/2019 Annual Report, highlighted that it had improved flexible working policies in order to increase the range of options available to everyone. This now includes working reduced hours, working from home, condensed or staggered hours or job-sharing. Here is a list of the correlated initiatives that have been implemented:

1. Providing training on flexible working to team leaders
2. Launching a new job-sharing register, enabling people to find a suitable job-share partner to apply for vacancies together
3. Advertising job vacancies with the option of working flexibly (since introducing this change, in January 2019, 80% of BBC jobs have been advertised accordingly)
4. Keeping the IT accounts of individuals on maternity/parental leave active for the duration of their leave, thus giving them the option of continued engagement in their job if they so wish
5. Updating pregnancy and nursing rooms at all major locations and launching a new premature-baby policy to extend leave



## INTERVIEW

Lydia Leipert and Rebecca Zoeller of BR have been successfully **job-sharing** since 2017. They are responsible for Social Media & Online Coordination / Fictional Productions. The following interview gives an insight on how it works:

### What type of job do you share?

Together we are responsible for 'Film digital', which is a team within BR's TV Department in charge of its digital output for all movies, series and documentaries.

### Is this a temporary or permanent arrangement?

We started sharing this position in January 2017 and have no plans to change.

### Are you both working part time or full time?

We are both part time, each between three and three-and-a-half days per week.

### How big is the team you are responsible for and how do you split the management in terms of time or people?

We coordinate a team of 10 people, some working full time and some working part time. On issues concerning wages and working conditions, we make the decisions jointly.

### How do you make sure you keep each other informed? Do you have any special strategies for ensuring a smooth flow of information?

We use email, WhatsApp and, of course, we speak on the phone (sometimes late in the evening). We also use the Trello application for sharing information from meetings.

### How did BR facilitate your job-share?

By making it possible. We were lucky that our boss did not

hesitate when we suggested sharing the job. And by offering us coaching, which was very important.

### Have you experienced disagreement or conflict regarding some decisions, and how have you dealt with it?

Of course, disagreement happens! We see it as an opportunity to gather more information on a certain subject so that each of us can then back up their respective claims. Usually we manage to come to agreement on most issues.

### What are the advantages of job-sharing?

There are many: two heads are better than one, of course, and it means you always have back-up to reconsider important issues. One very practical advantage is the fact that in case of holiday or illness, there is always a person to conduct important tasks or attend meetings.

### What are the challenges?

You must be able to trust people and be a good communicator. You also have to commit to the same goals, to make sure that you both keep working in the same direction.

### How does it work when organizing the team?

As long as you speak with one voice and keep the other teams updated on important details, it works without any problems.

### Anything else you'd like to add?

We appreciate tremendously this new way of working and we think that anyone (men and women) who needs more availability for taking care of their children, parents or even simply wants time for themselves should try job-sharing.

# ADDRESSING STEREOTYPES, SEXISM AND HARASSMENT

## THE ISSUE

The EBU Gender Equality Steering Group is emphatic in its stance that sexual violence, sexist comments and attitudes, psychological harassment and workplace discrimination have no place in modern society.

**Yet in a 2019 survey of media professionals in Switzerland, over half of female respondents and one-tenth of males reported being the victims of harassment at work.**

The question “Are you, or have you been, a victim of sexual assault or harassment during your work as a journalist?” was sent to 3,429 media professionals by the Tamedia group. Of the 755 responses received, 53% of women and 11% of men answered “yes”. The issue is of concern particularly to female journalists at early stages of their careers. Those

perpetrating the harassment range from superiors and colleagues in the workplace to external figures and interviewees such as politicians and sportspeople. Most of the complaints focused on verbal harassments such as salacious remarks, sexist comments or sexually charged jokes. Some 40-odd cases were also reported involving physical contact. Cases were also reported of harassment via email or other types of message, while others involved non-physical acts such as exhibitionism. Many cases emerged of superiors promising promotions in exchange for sexual favours.

In an earlier study, close to two-thirds of female journalists reported experiencing threats, sexist abuse, intimidation and harassment in the course of their

work, according to the 2014 report *Violence and Harassment against Women in the News Media: A Global Picture*, published by the International Women’s Media Foundation.

In February 2019, several women from the French media industry denounced the members of La Ligue du LOL (Laughing Out Loud League), a private Facebook group created in 2009 by mainly male journalists working for leading print-media companies. Some of its members were accused of coordinated acts of online and physical harassment targeted at female journalists. The victims were harassed allegedly because of their gender, physical appearance, ethnic or religious origin, or sexual orientation, or simply for being good at their job. A week after the story





broke, some of the designated harassers were sanctioned in their jobs. Legal action has not been possible against all incidents because, in many of the harassment cases, the statute of limitations has expired.

Sexism is also visible regularly on screen. In September 2018, Norwegian professional soccer player Ada Hegerberg was the first woman to receive the Ballon d'Or soccer prize. During the live broadcast ceremony, the host, French DJ Martin Solveig, greeted her by asking if she knew "how to twerk."

Starting in 2016, the #METOO movement has provoked an ongoing discussion in the media on whether cultural norms need to be changed so that sexual harassment can be eradicated in the workplace.

**When it comes to corporate life, several studies show that women displaying strong leadership and assertive characters are often labelled as aggressive.**

Moreover, in their annual appraisals, the word 'abrasive' appears frequently whereas for male colleagues, this would more likely be recognized as 'leadership'. A 2014 Fortune report by linguist Kieran Snyder points to how assertiveness in women is perceived negatively.

It shows that women receive "negative personality criticism", such as being called "bossy" or told to "watch their tone", in around 75% of performance reviews. Men, on the other hand, rarely do. Furthermore, women who are assertive or forceful are perceived as 35% less competent

than non-assertive women, according to a 2015 VitalSmarts study. Finally, women are called bossy in the workplace more often than men are, according to a 2015 study from the Center for Creative Leadership.

It is not hard to understand the broader implications of these issues: harassment, sexism and other toxic types of behaviour. But the upshot can also be bias and discrimination, which can seriously damage women's well-being and hence their productivity. Careers can be severely hindered, especially when the 'aggressive' label does not just come up in informal discussions but also appears in performance reviews. Ultimately, it is not in the interest of organizations for such a climate to exist and be tolerated.



## THE SOLUTIONS

The following five preventive strategies can help gradually change workplace cultures and prevent or eradicate undesirable types of behaviour:

### 1. CREATE AWARENESS ON THE ISSUE

Whether by leveraging the data from employee surveys to highlight the amplitude of issues or creating ad hoc internal workshops to provide a discussion forum, it is important to communicate on these issues with staff and management.

### 2. HAVE A CLEAR POLICY

A policy should clearly define what constitutes discrimination, sexual harassment, psychological harassment and sexism, stating that none of the above will be tolerated.

Such a policy is designed to foster a work environment that is free from physical or psychological abuse. It should cover specific items such as trauma, digital safety, newsroom practices and advocacy on the issue of sexism as well as giving details of the legal support available from within the organization if a case is reported.



#### PRO TIP

DW published a sexual harassment policy in 2016 which has been translated into 29 languages, covering all those spoken by its workforce. It has been circulated widely within the company, both digitally and in hard copy.



#### PRO TIP

ARD/BR and other ARD-linked organizations make ad hoc consulting available to employees facing difficult life situations. All employees can benefit from one hour of advice from an external expert in the strictest confidence, without having to seek managerial approval first.



france•tv



### CASE STUDY

France Télévisions, on 8 March 2018 (International Women's Rights Day) raised awareness about sexism and sexual harassment: members of FT's women's network gathered in front of the broadcaster's HQ in Paris and asked all women colleagues coming into the office that day to write down on colourful sticky notes a sexist remark that had been addressed to them at work, or an episode of harassment they had experienced in the workplace.

Soon an entire wall was covered with examples, showing just how serious the problem had become. Male colleagues coming in that day read them, and several commented that they had no idea about the gravity of the issue. The notes were then collated and published as a booklet in which women gave a humorous reply to each sexist remark. The operation has been recognized as an efficient strategy for raising awareness among male colleagues.



### CASE STUDY

Finnish broadcaster YLE states on its website that it operates a zero-tolerance policy towards discrimination, bullying in the workplace and other types of unprofessional behaviour.

Preventive measures are taken to stop problems from arising, and clear procedures are in place to address any issues that come to light.

### 3. DEFINE PROCESSES TO REPORT INCIDENTS

The policy should also specify who can be contacted and how. Besides the line manager and the human resources department, some organizations rely on a third-party ombudsman or external counselling services in order to protect the employee's identity and encourage incidents to be reported in the first place. Additionally, the policy needs to define which counselling options are available initially for the employees thus affected and how they can report the incidents and obtain the necessary support.



#### CASE STUDY

CBC/Radio-Canada in 2017 published an extensive **Code of Conduct** for all CBC/Radio-Canada employees, irrespective of employee status, level of authority or duties. Everyone is expected to apply the code and to help others do the same. Adherence is a condition of employment. Failure to comply with it may result in disciplinary action, up to and including immediate dismissal. Issues covered include values, ethics, expected behaviour and respect as well as discrimination, harassment and violence, political activities, use of social media and confidentiality. It is available for consultation on the corporate website.

<http://cbc.radio-canada.ca/code-conduct>

#### PRO TIP

Italy's RAI Permanent Commission on Equal Opportunities is made of 12 employees. Six are designated by the company and six by the trade unions. The commission has published a **Code of Ethics** and rules of conduct to protect against harassment and formulate clearly the reporting procedure. It provides a framework for employees to consult an external counsellor anonymously and gives them pointers to assess what may be happening to them. It is designed as a facilitation tool to support both men and women facing sensitive issues at work.

  
**Rai**




#### PRO TIP

At France Télévisions, an e-learning module on stereotypes has been rolled out to all managers, in addition to ad hoc training on conducting yearly appraisals. Companies wanting to be granted the French Diversity Label must ensure that 70% of managers have undergone such training.

**france.tv**

#### PRO TIP

Belgian broadcaster RTBF has addressed and focused on the increased harassment of its female staff online.

In addition to having a clear-cut policy describing what constitute harassment and stating clearly how to deal with it, it has set up legal counselling and other types of support for affected staff, including specific ways in which the organization can support victims (which in some cases may include a criminal complaint or joint civil action).

Emotional counselling is also made available to affected staff, to help them facing and arising from those difficult and disturbing experiences.

**rtbf**



#### 4. FOLLOW THROUGH WITH INVESTIGATIONS AND DISCIPLINARY ACTION

Every organization has a duty to tackle workplace misconduct and to discipline accordingly under the terms of the organization's procedures. For example, in cases of sexual harassment, when a person in a supervisory position offers some sort of employment benefit in return for a sexual favour, the manager should be subject to disciplinary procedures, which could result in a formal warning or even dismissal. If the harassment persists and no sanctions are administered, it will simply perpetuate a culture in which people who experience or witness hostile behaviour will be afraid to speak up, are no longer able to do their best work or will simply leave.



#### PRO TIP

At Sweden's SVT, anti-sexual harassment training has become mandatory for 100% of management and new staff in 2018. SVT had previously offered such training for managers and staff, but it became mandatory in the wake of the #METOO movement.

Staff are also being trained on how to handle online harassment.



“

Gender equality programs have traditionally focused on fixing the women and making sure they adapt to male leadership and performance standards.

Today we know that it is not the solution: that female leadership traits are precious and organizations need more of them to create inclusive and performing cultures. That is why at GPB we believe in a different approach, as we focus more on creating awareness among our male management so they dismantle stereotypical thinking, all while we develop female talent.

Tinatin Berdzenishvili,  
1<sup>st</sup> Deputy Director  
General, GPB







## PRO TIP

The Georgian Public Broadcaster has set up the following programmes to prevent gender-based discrimination and sexism:

- ✓ In 2019 it launched a new public campaign, producing short videos to raise awareness on gender equality, engaging and featuring male and female colleagues, with the double aim to inform the public and to prevent gender-based discrimination in the organization.
- ✓ GPB holds periodically informal group meetings between executives and female colleagues to discuss women experiences in the workplace.
- ✓ At GPB it is ensured that administrative tasks such as scheduling meetings or taking minutes are rotated among men and women.



## 5. TRAIN MANAGEMENT AND PERSONNEL ON UNCONSCIOUS BIASES AND STEREOTYPES

Training on unconscious gender bias and gender stereotypes can be made available to staff and managers to raise awareness of personal behaviour. It will also help building a common understanding of what is acceptable and what is not, in terms of behaviour and language.

Unconscious bias, stereotypical thinking and micro-behaviour result from the brain taking 'shortcuts', i.e. making assumptions based on past experience. This can lead to stereotyping. Training helps raise awareness of how this can impact others and skew decision-making.



## CASE STUDY


RTBF has issued a Diversity and Gender Equality Strategy in March 2019, outlining a detailed action plan, aimed at ensuring 5 pillars of diversity: ethnocultural diversity, gender (female representation in content and equal professional opportunities among men and women), disability, age (intergenerational balance) and different socio-economic classifications.

Among the actions already implemented to prevent and avoid sexism and racism, RTBF regularly holds lunchtime information sessions open to all staff, covering topics such as "unconscious bias."

In addition, within its internal professional development and training offering, the organization has added an e-learning module on anti-discrimination laws so that managers are informed and educated about the regulation, and can more easily identify discriminatory behavior when it occurs.

**"In order to guarantee an inclusive and benevolent working environment where everyone feels comfortable to express themselves and contribute to the shared objectives, it is important to be mindful of language and humor, and avoid sexist or racist jokes that might inhibit some colleagues.**

Another common phenomenon to address and correct is "manterrupting" - the habit that some male professionals have to interrupt a female colleague during meetings or conversations. Several studies show that because of that, women's speaking time within the workplace is limited, with obvious impact on perception and potential impact on career progression," said Safia Kessas, Head of Diversity, RTBF.

A close-up photograph of a person's hand holding a small, spiral-bound notepad. The notepad is white with a black spiral binding at the top. The words "EQUAL PAY" are written in large, black, hand-drawn capital letters on the notepad. The hand holding the notepad has pink nail polish. The background is blurred, showing a person wearing a pink hat and a floral patterned garment.

EQUAL  
PAY

# CLOSING THE GENDER PAY GAP AND GUARANTEEING EQUAL PAY

Finally, this chapter deals with one of the most impactful phenomena discriminating against women over time, that is the difference in remuneration between men and women. EBU Members have identified practical ways to reduce discrepancies, thus ensuring fair pay between men and women.

## WHAT IS THE DIFFERENCE BETWEEN A GENDER PAY GAP AND EQUAL PAY?

The gender pay gap is not the same thing as equal pay. **Equal pay refers to pay differences between men and women who perform the same jobs, similar jobs (which are rated as equivalent by a job evaluation study) or work of equal value.** Equal pay for equal work is one of the European Union's founding principles: Article 1 of the Equal Pay directive requires "for the same work or for work to which equal value is attributed, the elimination of all

discrimination on grounds of sex with regard to all aspects and conditions of remuneration".

In other words, men and women performing equal work must receive equal pay, unless there is a material reason (not linked to gender) that explains the difference.

**The gender pay gap shows the difference in the average hourly rate of pay between all men and women across a**

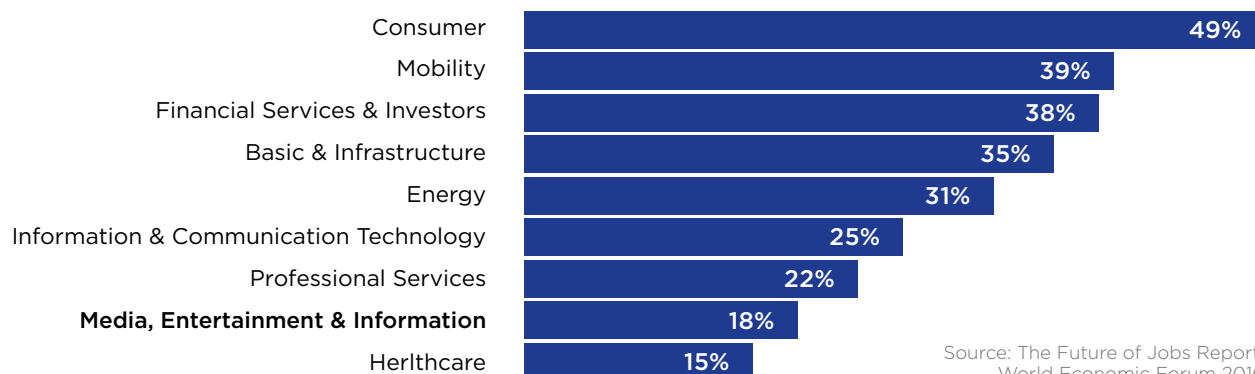
**whole workforce/organization.**

It is expressed as a percentage of the hourly pay rate of male employees.

Some of the differences in gender pay can be driven by a mix of job types and the distribution of men and women across different levels in an organization. All organizations have different rates of pay for different job types, and some organizations have more women than men in different roles and vice versa.



### THE GENDER WAGE GAP BY INDUSTRY



Source: The Future of Jobs Report, World Economic Forum 2016



## THE REASONS BEHIND REMUNERATION DIFFERENCES

According to the Organisation for Economic Co-operation and Development (OECD) the gender wage gap for the European Union in 2017 was 19%, with on one hand Estonia with the highest percentage, at 28.3%, and at the lowest end Belgium with 3.7% (Gender wage gap indicator, OECD, 2019).

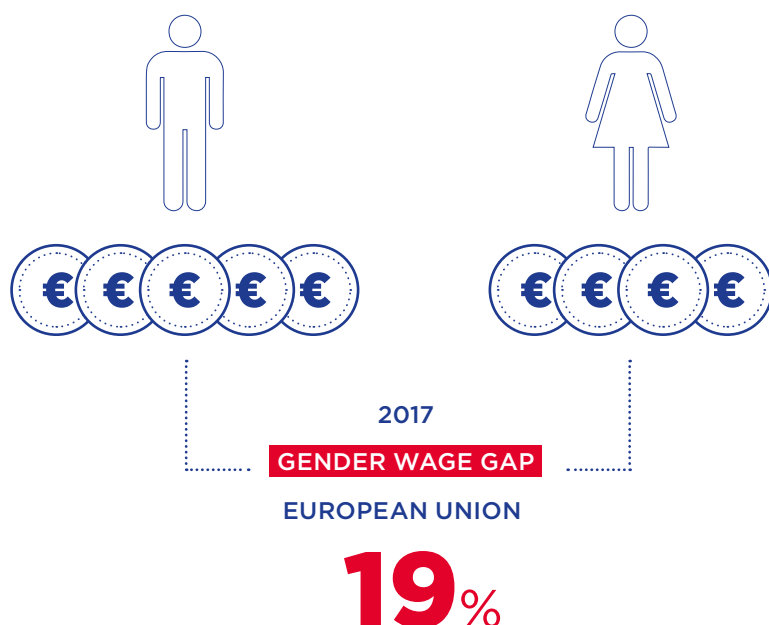
The World Economic Forum's 2016 *The Future of Jobs Report* states that the gender wage gap within the media industry globally averages 18%.

The reasons behind unequal pay are multiple. The wage gap starts when a person takes her/his first job. Indeed, several studies (including the 2012 *Gender Differences in Experimental Wage Negotiations* from IFO Institute, Leibniz Institute for Economic Research at the University of Munich) highlight how men and women have different attitudes when it comes to negotiating their starting salary: women rarely negotiate their entry salary, while men seem to do so systematically. Some women feel intimidated by the idea of negotiating and asking to be paid what they are worth in the workplace.

Later in their careers, the context changes. In a 2018 study from Australia (*Do women ask?*), which surveyed 4,600 randomly selected employees from 800 workplaces, it was shown that while women ask for a raise just as often as men, they are 25% less likely to receive it. Another study by Carnegie Mellon University (*Women don't ask*) shows that when women do ask for a raise, they typically request 30% less than men.

**Remuneration discrepancies among men and women are also due in part to new employers basing their salary offers on what a worker earned previously**, leaving women at a disadvantage and making it harder for them to catch up over time.

The main reason for the gender pay gap is the gender distribution among job types and salary categories. On the one hand, women are under-represented among top-earning staff categories (i.e. there are not enough women in senior leadership roles); on the other, women are over-represented in the lower tiers.







## THE MOTHERHOOD PENALTY

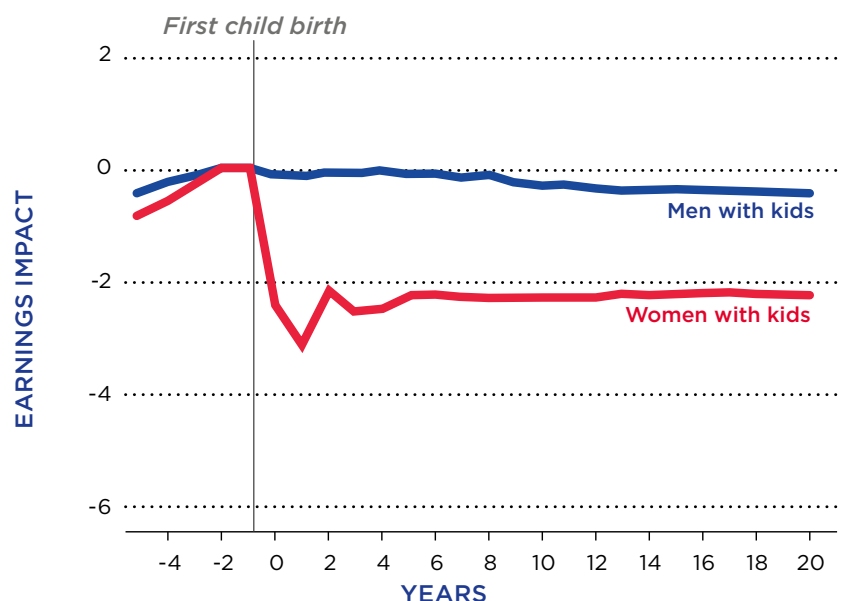
When a child joins the family, women and men are impacted differently in terms of their wages, with men more likely to receive a raise after they become a parent, while women often see their career grind somewhat to a halt and their earnings decrease (*The Parenthood Effect on Gender Inequality*, Cambridge, 2010). The reasons given range from inflexible schedules to needing time off as the child's primary caregiver. The 'motherhood penalty' refers to the disadvantages that working mothers encounter in terms of hiring, retention, pay and daily job experience. **Several international studies now confirm how motherhood, versus simply being female or a parent, is linked to lower income.** Remarkably, the pay gap between women with and without children is larger than that between women and men.

Research from Princeton University, using data from Denmark, proves that women's earnings decrease significantly after having their first child while men's earnings are not

affected. Denmark has one of the world's most robust social-welfare systems, where new parents enjoy an entire year of paid leave after the birth of a child. Yet the gender wage gap is nearly the same size as in the US (around 15%), a country where women are not guaranteed paid maternity leave and where childcare is increasingly costing more than rent. **This points to the fact that traditional notions about fathers as breadwinners and mothers as caregivers remain deeply ingrained, even in progressive societies.** Many employers still struggle to accept that parenthood is a shared responsibility, not just for mothers, and that women can be both mothers and valuable employees.

Data from the European Commission shows that the cumulative effect of a gender pay gap has a profound economic and social impact: **women end up earning 20% less than their male counterparts on average over the course of their careers.**

### WOMEN'S EARNINGS SIGNIFICANT DROP AFTER HAVING A CHILD



Source: "Children and Gender Inequality: Evidence from Denmark," National Bureau of Economic Research

# HOW TO FIX A GENDER PAY GAP

Closing the company's gender pay gap starts with stating who is underpaid and understanding how it happened. Addressing gender pay gap implies a willingness to embrace a certain degree of transparency, and for the leadership and HR teams to

look at the data and the numbers objectively. Ultimately, however, leaders need to think about the processes that led to the gender pay gap arising in the first place (i.e. are there large gender disparities in representation in different parts of the firm? Is

the company suffering a high rate of attrition among female employees?).

Here are six steps identified among public service broadcasters that will help close the gender pay gap:

## 1. LOOK AT THE COMPENSATION DATA

An action plan starts with gathering quality data and performing an analysis by family of jobs and the remuneration criteria that have led to potential discrepancies among men and women.

Wage discrepancies among men and women performing

the same type of work must be quantified. This is not always straightforward. However, cluster classifications and ranges can be determined, which is helpful for the purposes of the assessment.

With the aid of modern HR software, salaries can be segmented by position, job level,

gender and several other factors. This data can then be used to identify trends as well as outlying salaries that are especially low.

Some of the following indicators from the 2012 UNESCO Gender-Sensitive Indicators for Media can help foster an understanding of the systemic issues.



### 2012 UNESCO GENDER-SENSITIVE INDICATORS FOR MEDIA

- 1 Comparative wages of women and men professionals for work of equal value
- 2 Transparent pay scale within the company using the same criteria to determine pay structures for women and men
- 3 Yearly pay audits
- 4 Cyclical internal evaluation of wages
- 5 Cyclical external/market evaluation of wages
- 6 Gender-disaggregated data for wage/promotion ratio (percentage of men and women)
- 7 Return from maternity leave: payment of full bonus in percentage terms
- 8 Bonuses (breakdown by gender)
- 9 Salary increases following promotions (breakdown by gender)
- 10 Part-time contracts and wages (breakdown by gender)
- 11 Overtime (breakdown by gender)

## 2. BOOST TRANSPARENCY BY SIMPLIFYING JOB-CLASSIFICATION AND THE REMUNERATION SYSTEM

Remuneration policies should also create a layer of transparency with staff, at the very least concerning pay grades, so that employees can situate themselves clearly. Over time, no significant gap between men's and women's salaries should be allowed to persist. A recent exercise at RAI and ZDF showed, for instance, that 89% and 90% of employees working part time, respectively, were women. In Sweden, the **MySalary app** aims at giving

prospective employees a clearer view of today's salaries. Other similar crowdsourced websites (**Glassdoor.com**, **Monster.com**) also aim to share the same information. While these tools have not yet scaled in terms of having a statistically viable number of users, and therefore are not exhaustive, they might provide prospective candidates with information about organizations outside the scope of traditional data sources.

## 3. CONSIDER CERTIFICATION

Some organizations find it more efficient and objective to rely on external auditors. An equal-salary certification is a process that allows companies to verify and communicate that they pay their female and male employees equally for the same job or for jobs of the same value. Independent, non-profit foundations such as **EQUAL-SALARY.ORG** have developed a robust methodology for objective pay analysis, articulated in 4 steps:

1. Statistical analysis of company employee data
2. On-site review following international standards on quality management, to assess management's commitment to equal pay for
3. Depending on the results of the review, the Company is awarded the **EQUAL-SALARY** Label and certification and is encouraged to communicate it to staff and stakeholders
4. Monitoring Reviews: the certification is usually valid for three years, during that period certified companies must allow two monitoring reviews to demonstrate their ongoing commitment to apply a fair, non-discriminatory wage policy between men and women.



### BENEFITS OF PAY CERTIFICATION

- 1 Benefiting from a fresh and external perspective on pay
- 2 Uncovering factual but hidden/unconscious differences in the pay structure
- 3 Increasing transparency and credibility with staff
- 4 Enabling traceability for future analysis
- 5 Ensuring that job classifications are integrated into HR systems



## CASE STUDY

The Icelandic National Broadcasting Service RÚV's Director General Magnus Geir Thordarson joined in January 2014. Gender equality was a key change driver for him. Upon assessing the management culture, he restructured the leadership team and surrounded himself with a gender-balanced team.

After putting together a detailed gender-equality strategy for 2014-2019, the pay gap was then addressed via a salary audit undertaken by PWC in 2015-2016. Gender pay differences were already within an acceptable range (2.7%) but RÚV still set a target for zero.

The changes to the salary system that followed took some time to enact, as it was important to understand all the variables that had contributed, and that should contribute, to an equal-pay model. The leadership team also took the time to educate staff and management about the changes, manage expectations and detail the rationale behind the strategy as well as the associated objectives. RÚV received the Equal Pay Gold Certificate from PWC in 2016 and again in 2016, as well as obtaining Equal Pay Standard Certification in January 2019. The pay gap currently is 1.7%.

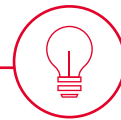
**“Obtaining pay-related certification and closing the gender pay gap requires long term focus and wholehearted support from top management,”** said Magnús Geir Thordarson.



## PRO TIP

The BBC has replaced career-level pay-grade ranges (not linked to the market) with market-informed job pay ranges, while reducing the number of job titles (from 5,000 to around 600) to simplify the career-path framework. It has replaced 16 numerical grades with 6 new broad career levels ranging from A to F. They have thus simplified the structure.

**BBC**



## PRO TIP

Swedish Radio conducts an annual compensation survey as part of its legal requirement in respect of the Swedish Government. Administered company-wide in collaboration with trade unions, the survey aims to detect, rectify and prevent unreasonable pay differences due to gender.

Part of the pay-mapping compares wages among female-dominated occupational groups versus male-dominated ones. Additionally, salary for individual job positions, irrespective of gender, are compared in relation to individuals of the opposite sex. Swedish Radio's wage setting is completely neutral. In 2019, 100% of salaries were gender equal, up from 98% in 2018.

sverigesradio

### 4. PLAN REMEDIAL MEASURES AND PAY WHAT IS DUE

A strategy to remove gender pay gaps needs targets and to offer the means to reduce the gap over a set period. Once the situation has been assessed and the avenues for improvement identified, there needs to be a clear expression of objectives that will close the gap within a specific timeframe. Any employee whose salary is not consistent with colleagues within the same role should have their salary reviewed and, if there are no material factors to justify this, rectified as necessary. **Consider cascading the goal to all management concerned as a yearly objective.**

### 5. ENSURE THAT ALL NEW HIRES ARE STARTING FROM A BALANCED POSITION

A new female hire can end up with unfair pay if your company makes an offer based on her previous wages or aggressively negotiates over salary. **Offer a fair wage:** income inequality follows a woman throughout her career so do not use a candidate's past salary to determine what your company should offer. Do not force negotiations. Have a fair salary in mind for every position your company hires for. Many people, male and female, do not feel comfortable negotiating and end up accepting an offer that is less than their new employer was willing to pay.

### 6. COMMUNICATE WITH STAFF

It is important to communicate the overall business figures to staff, along with a clear plan of how the company will reach their target. Share your plan with your employees and the general public. **Give regular updates.** Share your company's progress through press releases, blog posts and even a comprehensive website section. It will nurture trust among your staff as well as enhancing the employer brand and company's reputation. Informal and formal mechanisms should be in place to note individuals' concerns: an equality email inbox, a team to review pay cases informally, and so forth.

“

With deliberate actions, continuous measurements and constant dialogue, we can state with confidence that we have made significant progress towards diversity and gender equality, both in our service and operations. Shifting RUV from a comfortable passive role towards being a real actor of positive change and hopefully a role model for gender equality, has required decisive action, cultural battles and rigorous measurements on multiple fronts.

Magnús Geir Thordarson, President and CEO, RUV





# ABOUT THIS PROJECT



*Gender Equality: a media and business imperative* panel discussion on 28 June 2019 at the 82<sup>nd</sup> EBU General Assembly.

## CONTEXT

The media industry has traditionally been a male-dominated business. While women have increasingly participated in content creation, news production and technical operations such as distribution, for decades they have been in the minority, especially when it comes to leadership roles. Gender equality has long been a debated issue, and while public service media (PSM) and EBU Members have on average made significant strides forward in this area, compared with the audiovisual sector at large, the data shows that whether it is behind the camera, in house or on screen, women still represent about 45% of staff and only 25% of leadership roles across the EBU membership.

Upon being elected EBU President in December 2018, Tony Hall, Director General of the BBC, expressed the wish to mark his presidency by a further collective effort to drive gender equality to new heights and standards. In February 2019, he presented a proposal to the EBU Executive Board to form a Gender Equality Steering Group. The steering group's mission would be to identify and compare success stories among the membership in gender-equality policies, focusing on the in-house and employer aspect (and excluding on-screen representation). Furthermore, the group would be tasked with delivering a specific panel discussion at the summer EBU General Assembly and a

report setting out guidelines on gender-equality policies by Q4 2019.

The EBU Executive Board approved the project and 11 members, representing the geographical and cultural diversity of EBU Members, came forward and proposed candidates to contribute to the mission of the Steering Group.

The Gender Equality Steering Group was formed in March 2019 and, in the EBU tradition of sharing and pooling knowledge, each member has contributed their experience and know-how in identifying and illustrating the essential policies necessary to drive organizations toward a truly gender-equal culture.

## PROCESS

The Steering Group soon identified four key questions to be answered in its deliverables:

**1** Why is gender equality important for media organizations today?

**2** What are the essential and mandatory elements of a solid gender-equality policy?

**3** What are the concrete steps to be taken to introduce, address and implement gender equality?

**4** How can the policies translate into a sustainable and measurable culture?

A series of conference calls were held in spring 2019 to address these topics. Targeted sub-groups were subsequently set up to discuss specific case studies in relation to individual policies.

The Steering Group then met in person for a one-day workshop, on 4 June in Brussels, to discuss individual experiences concerning gender equality within each broadcaster's specific societal and cultural context, building on the discussions held during the previous months.

In parallel, individual telephone interviews were held with individual EBU Members identified as experienced and successful in implementing gender-equality policies.

## DELIVERABLES

Besides this report, on 28 June, a panel discussion was held at the 82<sup>nd</sup> EBU General Assembly in Oslo entitled gender equality: a media and business imperative. Introduced by Tony Hall and moderated by Catherine Nicholson, France 24's European Editor, it featured four Directors-General of EBU Members who are leading at different stages on the gender-equality journey. Catherine Tait (President and CEO of CBC/Radio-Canada), Gilles Marchand (Director General of SRG SSR), Tinatin

Berdzenishvili (First Deputy Director General of GPB) and Hanna Stjärne (Director General of SVT) together debated and made the case before an audience of peers on the reasons for, benefits of and specific policies for gender equality and how ultimately it is imperative for PSM to serve all types of audience. EBU Members can access a video recording of the panel at the following link:

<https://www.ebu.ch/82GA#SS-Gender>

## TIMELINE 2019

**FEBRUARY**

EBU Board approves gender equality initiative

**MARCH**

Recruitment to the Gender Equality Steering Group

**APRIL - MAY**

virtual meetings of the Gender Equality Steering Group

**JUNE 4**

one-day gender-equality workshop attended, in Brussels

**JUNE 28**

'Gender Equality: a media and business imperative' panel delivered at the 82<sup>nd</sup> EBU General Assembly in Oslo

**DECEMBER**

Publication of the report on gender-equality guidelines



# STEERING GROUP

The EBU Gender Equality Steering Group is composed by 11 professionals representing 17 public service broadcasters which have either achieved gender equality or are in the process of launching gender-equality initiatives. Tinatin Berdzenishvili, First Deputy Director General of GPB, is the group Chair. Claudia Vaccarone from the EBU, manages the group and facilitates the exchanges.

---

## MEMBERS EBU GENDER EQUALITY STEERING GROUP



**ANDREA BERANOVÁ**

Head of International Relations,  
Ceska Televize, Czech Republic



**TINATIN BERDZENISHVILI**

First Deputy Director General,  
GPB, Georgia



**BIANCA CONSTANTINESCU**

Executive Producer TV3,  
TVR, Romania



**SANDRA DAVID**

Equal Opportunity Officer,  
ARD/BR, Germany



**SOPHIE DELORME**

Head of Corporate Social  
Responsibility,  
France Television, France



**TERESA MUÑOZ GUERRA**

Equality Officer  
RTVE, Spain



**LADINA HEIMGARTNER**

Deputy Director General,  
SRG SSR, Switzerland



**SAFIA KESSAS**

Head of Diversity,  
RTBF, Belgium



**SIMONA MARTORELLI**

Director International & EU Affairs,  
RAI, Italy



**CHARLOTTE NIKLASSON**

Director of European Affairs  
NORDVISION, Nordics (representing  
DR, NRK, RUV, SR, SVT, UR, YLE)



**CLAUDIA VACCARONE**

Diversity Programmes for Members  
EBU, Switzerland



**FRANCES WEIL**

Head of Engagement and Events,  
BBC, UK



# CONTRIBUTORS

The following individuals have also kindly contributed their expertise and know-how, as well as sharing their companies' policies and implementation processes, via individual interviews, ad hoc participation in conference calls or by attending the 4 June workshop.

**ELISABETTA BAROZZI**

International Relations Manager, RAI, Italy

**MARIANNE BELL**

Culture and Progression Project Lead, BBC, UK

**MARIE-ANNE BERNARD**

Director, Corporate Social Responsibility, France Télévisions, France

**JOVANE DROUIN**

Manager, Diversity and Inclusion, Talent Acquisition, People and Culture  
CBC/Radio-Canada, Canada.

**ANN HOLMGREN**

HR Strategist Employer Branding & Diversity, SR, Sweden

**SANDRA HOWARTH**

HR Business Partner, BBC, UK

**FRAN LLORENTE**

Director of Strategy, RTVE, Spain

**GILLES MARCHAND**

Director General, SRG SSR, Switzerland

**CLAUS PIRSCHNER**

Gender Equality Officer, ORF, Austria

**JASDEEP RAJ**

HR Business Partner Leadership and Development, BBC, UK

**BERENICE RAVACHE**

Director, FIP and President, Diversity Committee, Radio France, France

**STEINUNN ÞÓRHALLSDÓTTIR**

Director of Production and Processes, RUV, Islande

**HANNA STJÄRNE**

Director General, SVT, Sweden

**CATHERINE TAIT**

President and CEO, CBC/Radio Canada

**MAGNUS GEIR THORDARSON**

President and CEO, RUV, RUV, Islande

# REFERENCES

## 1. GENDER EQUALITY: THE FACTS

- **United Nations Development Programme** **2030 Sustainable Development Goals** [link]
- **The World Economic Forum**, (2018) *Global Gender Gap Report* [link]
- **Peterson Institute for International Economics and Ernst & Young (EY)**, **Marcus Noland, Tyler Moran, and Barbara Kotschwar**, (2016) *Is Gender Diversity Profitable? Evidence from a Global Survey* [link]
- **McKinsey Global Institute (MGI)**, **Jonathan Woetzel, Anu Madgavkar, Kweilin Ellingrud, Eric Labaye, Sandrine Devillard, Eric Kutcher, James Manyika, Richard Dobbs, Mekala Krishnan**, (2015) *The power of parity: how advancing women's equality can add \$12 trillion to global growth* [link]
- **Carnegie Mellon, MIT and Union College**, **Anita Williams Woolley, Thomas W. Malone, Christopher Chabris**, (2010) *Collective Intelligence Study* [link]
- **European Broadcasting Union**, **Florence Hartman**, (2019) *Gender Equality and PSM* [link]
- **Institut National de l'Audiovisuel (INA)**, **David Doukhan**, (2019) *À la radio et à la télé, les femmes parlent deux fois moins que les hommes* [link]
- **World Association of Christian Communicators**, **Sarah Macharia**, (2015) *Global Media Monitoring Project* [link]
- **Tucker Center for Research on Girls & Women in Sport**, (2014) *Media Coverage & Female Athletes* [link]
- **Nielsen**, (2018) *The Rise of Women's Sports* [link]

## 2. PRACTICAL STEPS TO BUILD A ROADMAP

- **CBC/Radio-Canada Diversity Strategy**, CBC/Radio-Canada Corporate website [link]
- **BBC**, (2018-2019) *Annual Report* [link]
- **BBC**, (2018) *Making the BBC a great workplace for women, a report on career progression and culture for gender equality at the BBC* [link]
- **UNESCO**, (2012) *Gender-Sensitive Indicators for Media* [link]
- **Catalyst**, (2009) *Engaging Men in Gender Initiatives: What Change Agents Need to Know* [link]

## 3. FOCUS ON POLICY

- **France Télévisions**, Blog: Des images et des Elles [link]
- **ZipRecruiter**, Blog: Removing These Gendered Keywords Gets You More Applicants [link]
- **Professional Women's Network (PWN)** website [link]
- **EBU Academy** website [link]

#### 4. FOCUS ON CULTURE

- **European Commission**, (2017) *Report on equality between women and men in the EU* [link]
- **Economic and Social Research Council**, (ESRC), (2013) *A woman's work is never done?* [link]
- **University College London and Imperial College London, Anne McMunn**, (2019) *Gender Divisions of Paid and Unpaid Work in Contemporary UK Couples* [link]
- **EU Official Journal on 12 July 2019** [link]
- **EU 2019 Work-life Balance Directive** [link]
- **European Commission**, (2018) *Flash Eurobarometer 470: Work Life Balance* [link]
- **Tamedia Group**, (2019) *Harassment in Swiss Media* [link]
- **International Women's Media Foundation**, (2014) *Violence and Harassment against Women in the News Media: A Global Picture* [link]
- **La Ligue du LOL** Wikipedia page [link]
- **Fortune, Kieran Snyder**, (2014) *The abrasiveness trap: High-achieving men and women are described differently in reviews* [link]
- **VitalSmarts, Joseph Grenny and David Maxfield**, (2018) *Women Judged More Harshly When Speaking Up Assertively* [link]
- **Center for Creative Leadership, Cathleen Clerkin, Christine A. Crumbacher, Julia Fernando, and William A.Gentry**, (2015) *Bossy: What's Gender Got to Do with It?* [link]
- **CBC/Radio-Canada, Code of Conduct** CBC/Radio-Canada corporate website [link]

#### 5. CLOSING THE GENDER PAY GAP AND GUARANTEEING EQUAL PAY

- **The World Economic Forum**, (2016) *The Future of Jobs Report* [link]
- **OECD**, (2019) *Gender Wage Gap Indicators* [link]
- **IFO Institute, Leibniz Institute for Economic Research at the University of Munich**, (2012) *Gender Differences in Experimental Wage Negotiations* [link]
- **Harvard Business Review, Benjamin Artz, Amanda Goodall, Andrew J. Oswald**, (2014) *Women Ask for Raises as Often as Men, but Are Less Likely to Get Them* [link]
- **Linda Babcock, Sara Laschever**, (2004) *Women Don't Ask: Negotiation and the Gender Divide* [link]
- **Oxford University Press, Pia S. Schober**, (2011) *The Parenthood Effect on Gender Inequality: Explaining the Change in Paid and Domestic Work When British Couples Become Parents* [link]
- **CEBI Working paper series, Henrik Jacobsen Kleven, Camille Landais, Jakob Egholt Sogaard**, (2018) *Children and Gender Inequality: Evidence from Denmark*

#### ABOUT THIS PROJECT

**EBU 82<sup>nd</sup> General Assembly** (2019) *Gender Equality Panel* (accessible by EBU Members only) [link]

## **EUROPEAN BROADCASTING UNION**

L'Ancienne-Route 17A  
1218 Le Grand-Saconnex  
Geneva, Switzerland  
T +41 22 717 21 11  
[ebu@ebu.ch](mailto:ebu@ebu.ch)

Learn more about the EBU at  
[www.ebu.ch](http://www.ebu.ch)

Follow us on social media:

Twitter: [@EBU\\_HQ](https://twitter.com/EBU_HQ)

Facebook.com/[EBU.HQ](https://www.facebook.com/EBU.HQ)

Linkedin.com/company/[EBU](https://www.linkedin.com/company/EBU)

Instagram: [EBU\\_HQ](https://www.instagram.com/EBU_HQ)

## **PHOTO CREDITS**

Cover: GettyImages

Pages: 5 / 8-9 / 10 / 13 / 14 / 15 / 16 / 18 / 21 / 22-23 / 24 / 26 / 27 / 31 / 32 /  
33 / 34 / 38-39 / 40 / 41 / 42 / 43 / 44 / 46-47 / 51: GettyImages

Page 20: Shutterstock

Page 29: BR