

# Competitiveness and gender equality

*The business case*

Bellinda Paes, Project Leader

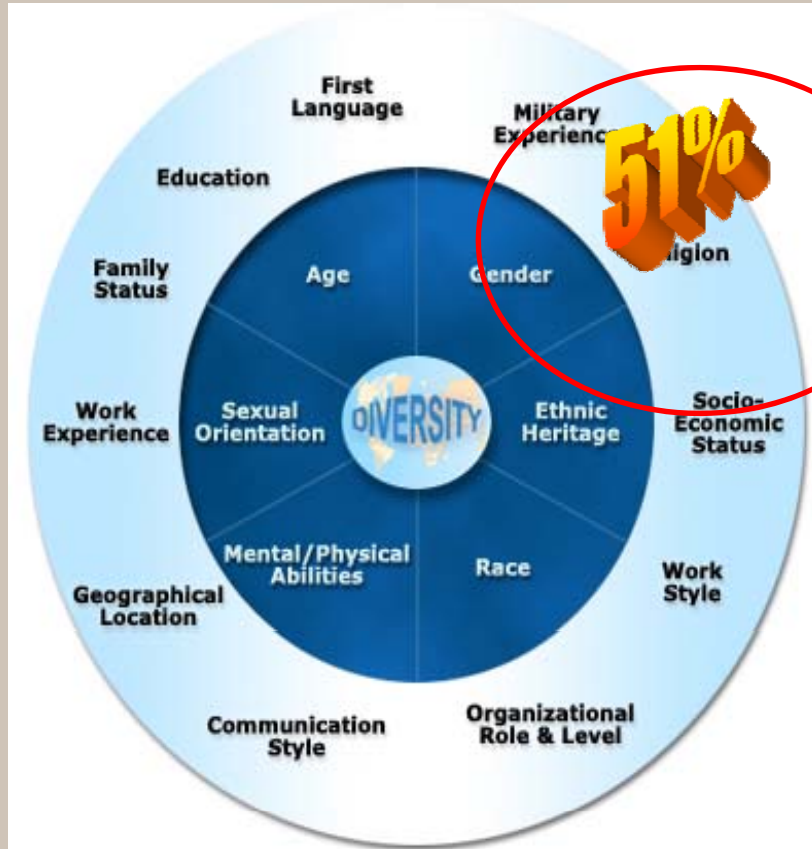
Lisbon 3 July,  
2009

**TOYOTA**

# Overview

- 1. Diversity: focus on gender**
- 2. Business case:  
External & Internal Drivers**
- 3. Achievements**
- 4. Setting of milestones & next steps**
- 5. Conclusion**

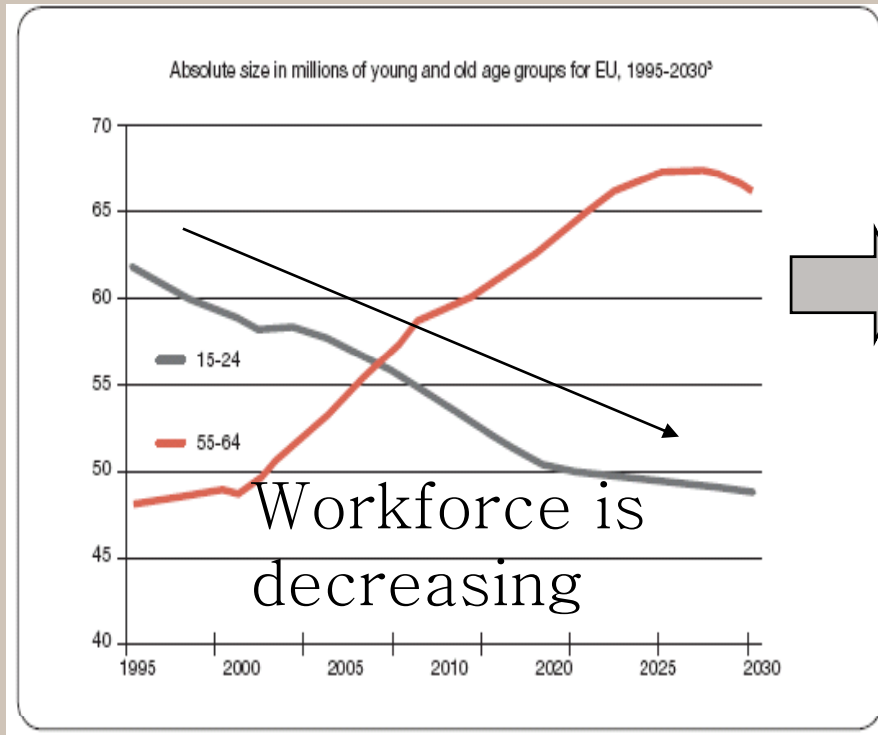
# 1. Diversity: focus on gender



- 51% of the population!
- 75% of new jobs have been taken over by women on the EU labour market

## 2. Business case: external drivers

### 2.1 Demographic change: ageing



Source: Eurostat, 2004 Demographic projections.

#### Today's Top 5 Talent Shortages

1. Skilled manual trades (electricians..)
2. Sales representatives
3. Technicians (production/engineering)
4. Engineers
5. Accountant/finances

Source: 2007 Manpower Talent Shortage Survey, N= 33 000 employers across 27 countries

### Shortages in the workforce

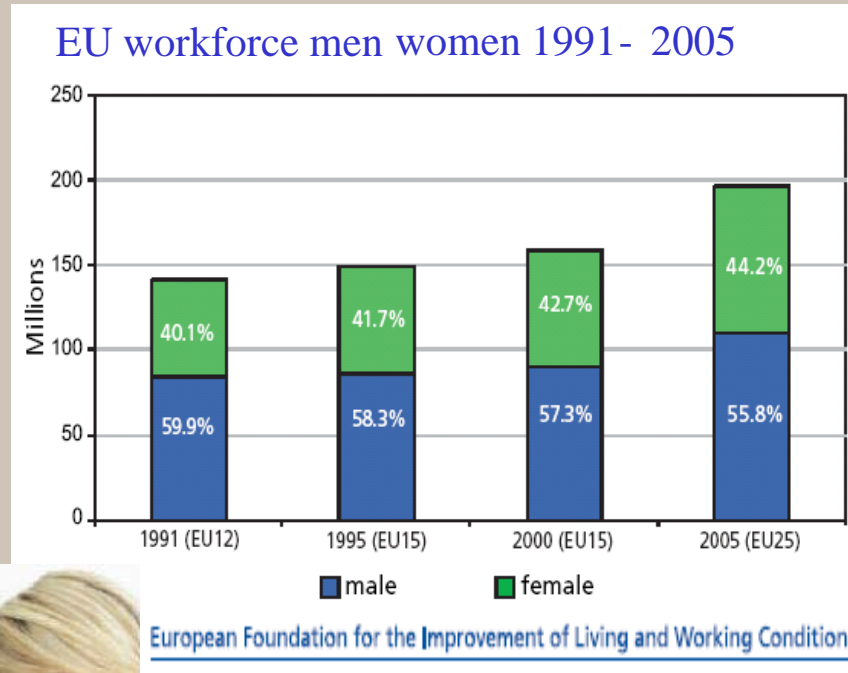
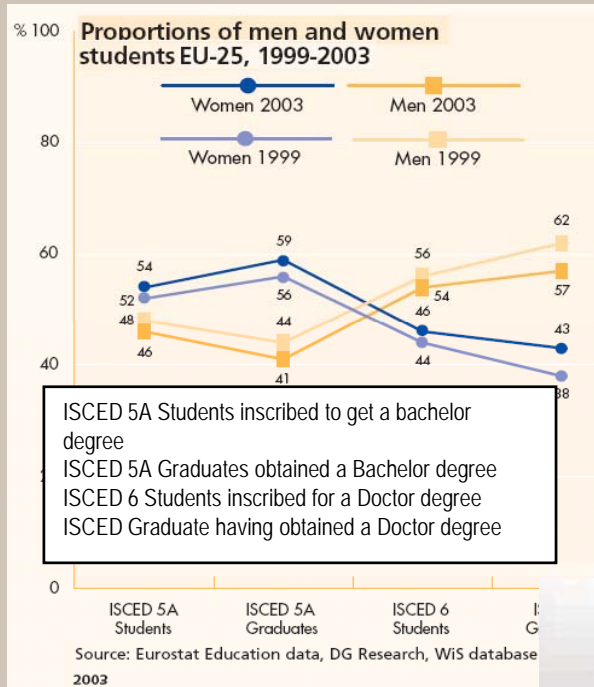
# Business case: external drivers

## 2.2 Societal changes:

### Education

&

### Labour Market



Source: European Commission, R&D, She figures.

**Success rate of women in tertiary studies: 59%**



**The biggest growing population on the labour market: women**

## Business case: external drivers

---

### 2.3 Changes in expectations of younger generation



- growing rate of dual earners
- changing roles in family



Importance of **work life balance**, flexibility in work organisation

## Business case: external drivers

---

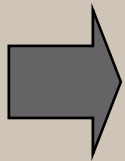
### 2.4 Political & legal framework

Treaty on European Union

Gender Equality Pact

EU strategy for Growth &  
Employment, « Lisbon  
Strategy »

National legislation &  
initiatives

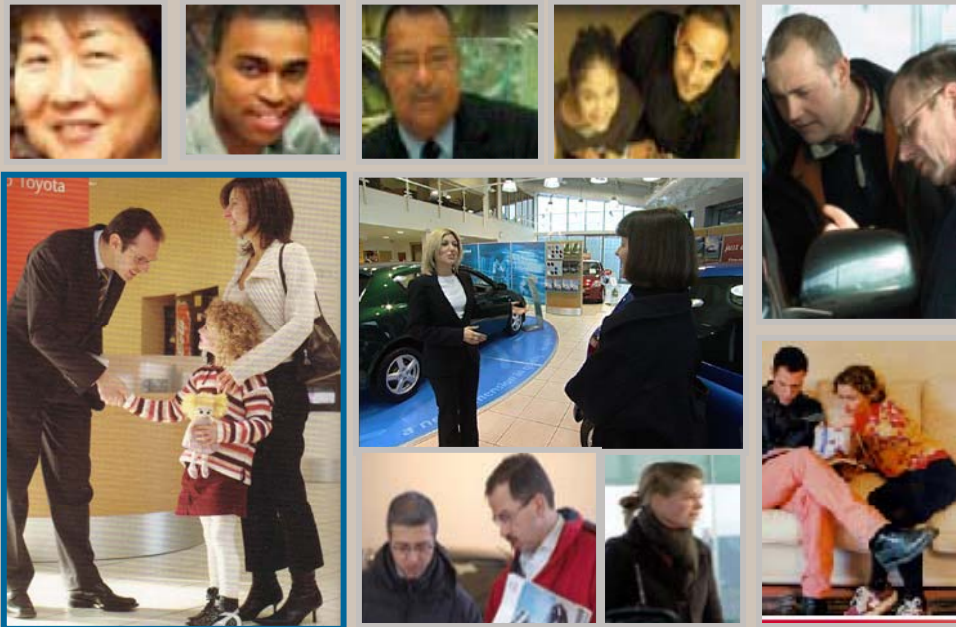


*Increase employment rate to ensure  
financial viability of social model including  
pension schemes*

## 2. Business case: internal drivers

### 2.1. Customers

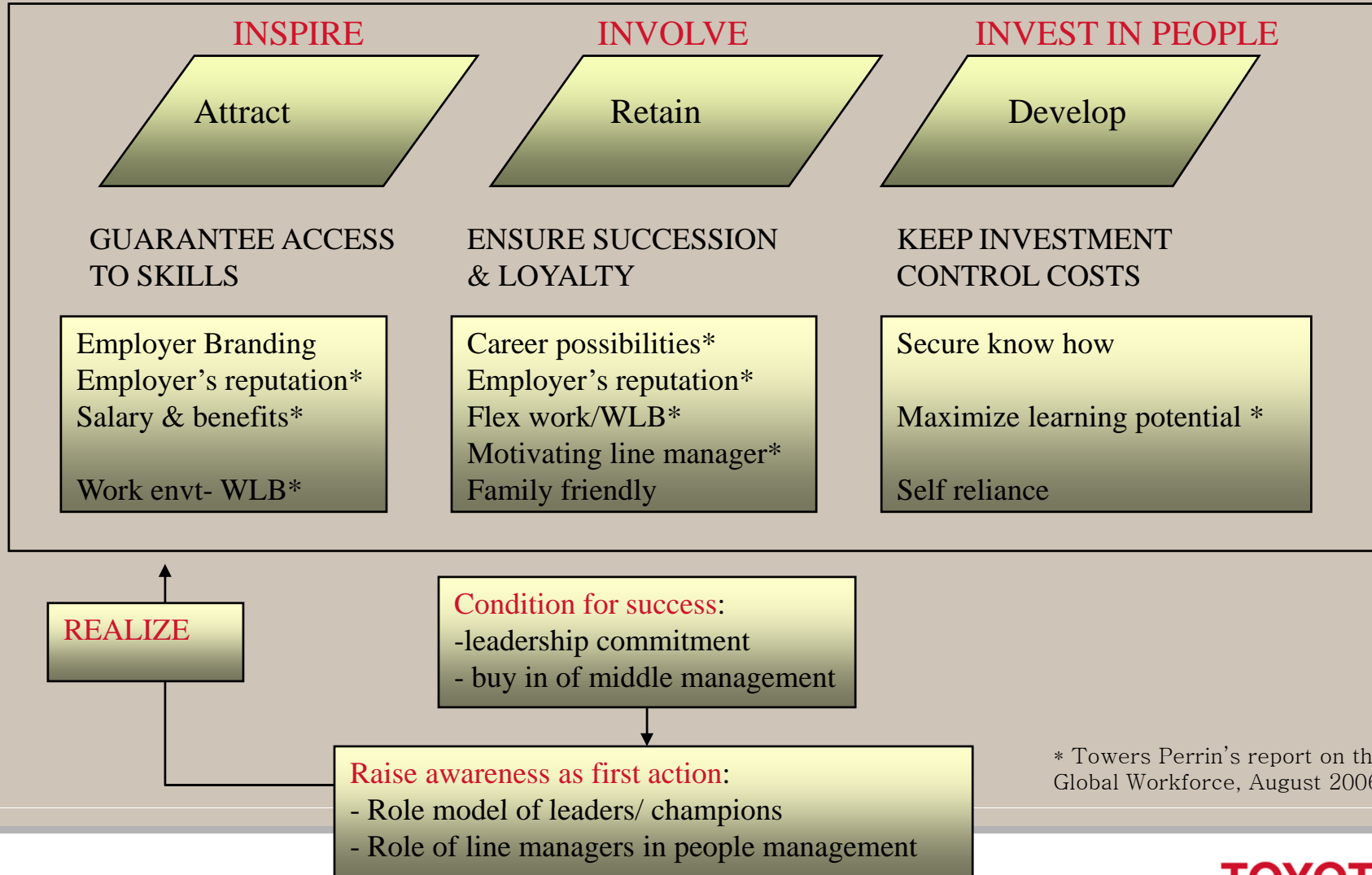
Our customers: more than 30% women directly purchasing a Toyota, more than 60% in small segment car market



➤ Influence of women in the purchase of cars estimated at 60%

## 2. Business case: internal drivers

### 2.2 Employer of choice / sustainability of the workforce

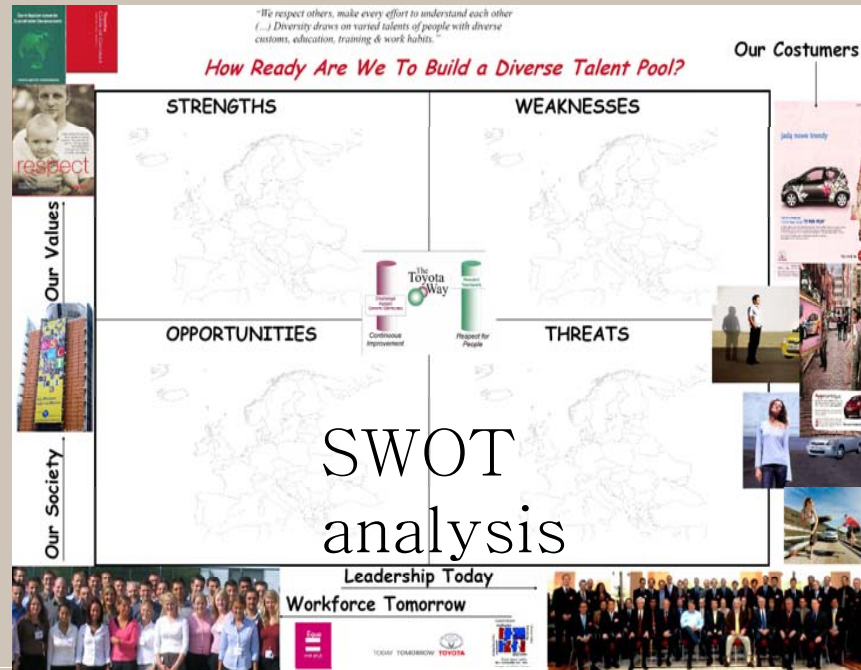


\* Towers Perrin's report on the Global Workforce, August 2006

# 3. Achievements

## 3.1 Awareness of line managers

Raise awareness among internal stakeholders (recruiters, line managers etc.) especially on the business case and their role.

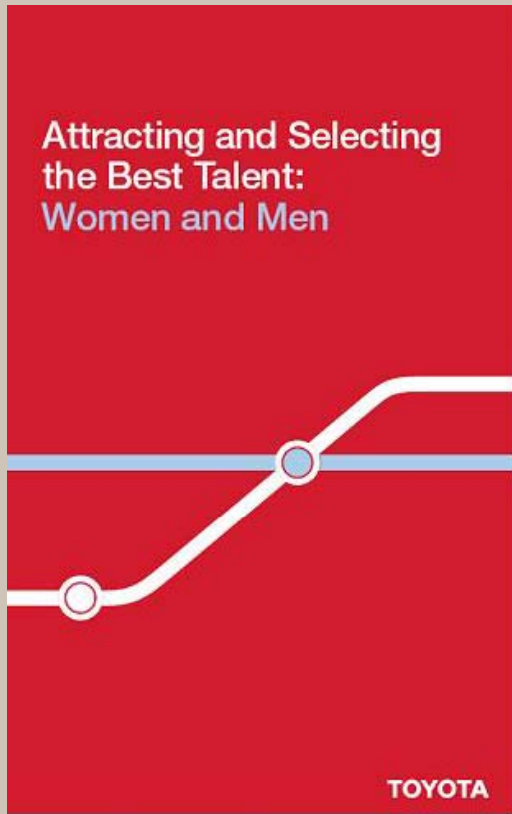


Project supported by the European Social Fund, Flemish Agency, promoting the development of employment through equal opportunities & investment in human resources.



# 3. What was done within TME

## 3.2 Improve HR processes starting with recruitment



**Attracting and Selecting the Best Talent: Women and Men**

**TOYOTA**


**Table of Contents**

- 09 Understand the Business Case for Equal Opportunity Recruiting**
  - 11 1. Demographics
  - 14 2. Educational trends
  - 15 3. Social changes
  - 16 4. Sales
  - 16 5. Legislation and political framework
  - 17 6. Competitive advantage
- 19 Review your Recruitment Process Step-by-Step**
  - Fact finding**
    - 21 1. Find out the gender facts
      - 21 A. Measure the current number and status of women in your company
      - 22 B. Find the gender gaps
      - 22 C. Analyse the gender gaps
    - 23 2. Set up an action plan: realistic targets and milestones
    - 25 3. Monitor how women and men move through your recruitment process
  - Selection**
    - 26 1. Audit your internship and graduate recruitment programmes
    - 27 2. Look at your employer branding to potential applicants
    - 29 3. Evaluate your job descriptions
- 32 4. Audit where and how you advertise job vacancies
- 33 5. Hold search and recruitment agencies accountable
- 35 6. Standardize initial screening and short lists
- 36 7. Look and listen to how interviews are done
  - 36 A. The first impression
  - 37 B. Interviews by recruiters
  - 38 C. Interviews by managers
  - 40 D. The hidden-dagger questions
  - 41 E. The second-stage interview
- 42 8. Remove any bias in your assessment instruments
- 43 9. Evaluate how your assessment centres observe and judge candidates
- Job offers**
  - 44 1. Measure who receives job offers
- 47 Repair the Faults in your Recruitment System and Monitor the Results
- 53 An Executive Summary**
  - 55 Find out the facts
  - 55 Set goals
  - 55 Review how you recruit
  - 56 Seek and reach wider audiences of women
  - 56 Increase the number of women applicants
  - 57 Interview and assess women fairly
  - 57 Remove gender-bias from the pay scales
  - 57 Check your progress
  - 58 Annex 1. Methodology


Project supported by the European Social Fund, Flemish Agency, promoting the development of employment through equal opportunities & investment in human resources.

# 3. What was done within TME


## 3.3 Fact finding exercise with the Hasselt University




Introduction  
Website info  
Business case for diversity  
Flexible working schedules  
Mentoring  
Dependant care  
Company-specific application



-- REFERENCES --





**Flexible working schedules**

- Description
- Advantages employer
- Advantages employee
- Disadvantages employer
- Disadvantages employee
- Preconditions
- Implementation

**BUSINESS CASE FOR DIVERSITY**

The rising interest in work related issues, the changing organizational values, the changing organizational structure and promote highly qualified women and men.

**1. CHANGING DEMOGRAPHICS**

The demographic composition of the labor force is changing. In dual-earner couples who have careers, not just jobs (Bosch, 1994).

- o Working women
- o Dual-earner couples
- o Educational levels
- o Family structure
- o Dependant care

→ The nature of the work force is changing. It is becoming more diverse in terms of their time and energy to employ (single-earner) families and single-parent families (Sachs, 1994).

**2. CHANGES IN LABOUR ETHICS**

The search for a balancing act between work and family life. The search for a balancing act between work and family life. The search for a balancing act between work and family life. The search for a balancing act between work and family life.

- o A shift in values

**FLEXIBLE WORKING SCHEDULES: ADVANTAGES EMPLOYER**

measures	Daily flextime	Annualized flextime	Compressed workweeks	Job sharing	Part-time work	Telework
Improvements in employees' attitudes, morals and commitment towards work	X	X	X	X	X	X
Reduction of lateness	X	X				X
Recruitment of qualified staff	X	X	X	X	X	X
Retention of valued employees	X	X	X	X	X	X
Reduction of turnover	X	X	X	X	X	X
Improved productivity	X	X	X	X	X	X
Extended coverage	X	X	X			
Reduction of short term...	X					

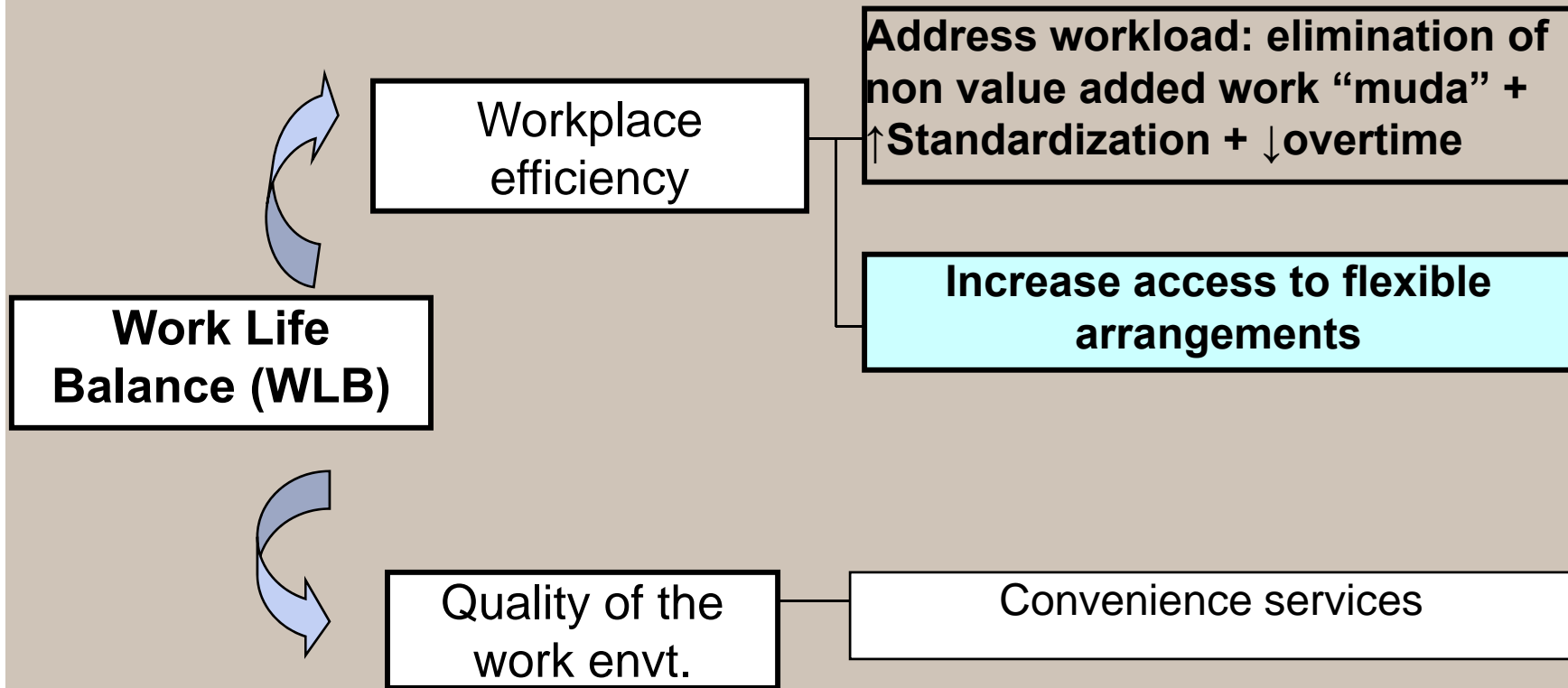
- Affirmative evidence: most or all of the reviewed studies correspond to each other with regard to the confirmation of the anticipated benefit/cost at stake.
- Affirmative but limited/unsatisfactory evidence: the affirmative evidence is derived from sparse literature (one or two studies) or sheer qualitative research.
- Mixed evidence: the available studies are contradictory in their results of the benefit/cost at stake
- No evidence of effect: the anticipated benefit/cost is not univocally validated by the available empirical research
- No research found

[www.genderbalance.uhasselt.be](http://www.genderbalance.uhasselt.be)

Project supported by the European Social Fund, Flemish Agency, promoting the development of employment through equal opportunities & investment in human resources.



### 3. What does WLB refer to?



### 3. Corporate Direction

---

**Increase access to flexible arrangements**

*Promotion of which measures?*

Part time  
Credit time  
Parental leave

Included in CLA package  
+ the “16 days” shutdown  
No overtime (exception)  
Extended flextime concept

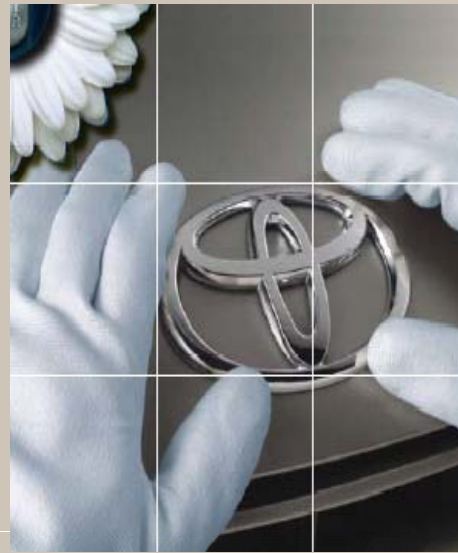
Mgt Role models  
Distance working  
Assessment of convenience services

FY09 activities

## 4. Setting of milestones

Within the next 5 years set progressive milestones:

- maintain **awareness** among line mrgs
- For pre-management to senior mgt functions **re-enforce the pool of talents** at all levels including women. Specific thresholds have been set.
- look into specific **training** for women (“bi-lingual” communication)
- Set up **internal networks**



CONCLUSION:  
A win-win situation!



Thank you!

**TOYOTA**