



A contribution of the Gender Circle - GIZ Morocco: Promoting Gender Diversity in companies as a key performance driver – starting with ourselves!

A. Background and starting situation

Companies around the world are increasingly investing significant efforts in achieving equality of women and men at work, all levels of the organization. This effort is based on the belief that gender based discrimination in the workplace leads to suboptimal employment of talents, lowering companies' performance. A growing body of research backs this assumption, providing evidence for the role of Gender Diversity (GD) as a driver for corporate performance.

Gender Diversity Management (GDM) is a structured approach to achieving gender equality in the workplace. It helps companies improve their talent pool by addressing the most pressing challenges facing management: recruitment, retention and career advancement of employees.

With women's share of the Moroccan workforce being 26 percentage points lower than men's, women in Morocco represent to this day a minority in the workforce. For this reason, corporate GDM is often focusing on increasing the proportion of women in the general workforce. However, taking this as a sole indicator for GD is not enough – for obvious reasons: Gender-based discrimination in a company can be subtle and comes in many forms. What type of position women and men are likely to be hired for? Who is more likely to be trusted to take a leading position within a team? Who is more likely to be promoted or to be actively supported to achieve their professional goals? Who is more likely to get a permanent contract? And who is more likely to end up being less payed than their peers for the same work? ... GDM remains an important topic even in sectors where the share of male labor force is equal or less than female labor force. Furthermore, GDM is a means to achieving gender equality and thus goes in both directions, improving the employment opportunities for both women and men!

We, the Gender Circle of GIZ Morocco (GIZ MA), contribute this year to GIZ's Gender Competition by presenting an approach to analyze the state of GD at GIZ MA. This analysis has been conducted in 2020 and 2021 by GIZ MA's Gender Circle with the active support of GIZ MA's corporate directorate.

The analysis is based on the GDM approach developed by ECONOWIN, a regional GIZ program aiming at improving conditions for the economic integration of women in Egypt, Jordan, Morocco and Tunisia. Econowin's country component in Morocco had the opportunity to test and apply its approach on some thirty Moroccan companies, providing them with methodological insights and a set of good practices for better GDM.

The Econowin approach inspired us to conduct the same analysis on GIZ MA: How are we as a company doing when it comes to GD? We decided to conduct an analysis of GIZ MA's GDM – not only to evaluate our own performance in this regard, but also to gain valuable insight on how to improve our GDM and to gain experience on the process of analyzing and improving GDM across an organizational structure, involving different actors.

GIZ MA has over 300 employees, consisting mainly of national staff, long-term consultants, expatriates and interns. In 2020, GIZ MA achieved nearly employment parity, with 48% female employees and 52% male employees.





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Achieving Gender Equality plays a major role in our daily work. Almost all projects currently being implemented by GIZ MA are marked as G1 according to OECD-DAC criteria. In addition to that, GIZ MA's corporate directorate promotes gender equality within its own organizational structure as part of GIZ's corporate culture. In summary, GIZ's gender strategy is deployed on two dimensions:

- Internally, within the organizational structure GIZ MA, for employees
- Externally, in the projects that GIZ MA implements with its partners, for our beneficiaries

Our approach assesses five dimensions of GIZ MA:

Strategy and corporate culture: How gender diversity, parity, is integrated into the company's strategy and culture to emphasize its importance and ensure its acceptance?

Management: Does management support GD and work towards achieving parity, to inspire employees and support decision making?

Operations: Does the company take concrete measures at HR level to strengthen GD and to achieve parity, i.e. recruitment procedures, retention of female talent, women's career advancement, female leadership and participation in decision-making, salaries, etc.

Corporate communication: Does internal and external communication inform employees about actions taken in the field of GD and reinforces the company's good reputation?

Monitoring and follow-up: Are the efforts made in the field of GD being monitored in order to measure progress, collect and disseminate evidence and guide future decision making?

B. Corporate Culture

To conduct this analysis, it was important to develop a **literature review**, define the strategic framework and identify the guiding principles of GIZ's GD-Strategy as a first step.

In the next step, we collected **HR-related data** for the quantitative analysis. Furthermore, internal interviews were also conducted with GIZ MA's key personnel (country director, Gender Focal Points, Cluster Coordinators and HR-officers) to get additional insights and to ensure a qualitative dimension of the analysis.

Our GD-Analysis is based on three central axes: **metrics, efforts and achievements:**

- An analysis of Gender Diversity metrics to gain insight on the representation of women within the company and across its hierarchy
- Analysis of Gender Diversity efforts to verify the effectiveness of existing practices and to improve them.
- Report and communicate on achievements to highlight successes, gaps and challenges.

This gave us the opportunity to identify:

- The main provisions planned by GIZ Headquarters & Morocco to achieve gender equality in business.
- The areas where GIZ has achieved significant results in terms of DG equality and parity.
- The areas where there are significant gaps between the data for women and men.



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Based on the results of our analysis, the following five themes requiring special attention were identified and each was the subject of a **Focus Group**:

FG 1: Recruitment

FG 2: Regional assignments and geographical mobility

FG 3: Maternity, Gender-based discrimination, Moral and Sexual harassment

FG 4: Cross-functional mobility, advancement, retention and access to top management positions

FG 5: Gender & Professional Diversity

To enrich the analysis, and in addition to these focus groups, several interviews were conducted with managers, administrative and financial staff and a number of female employees assigned to administrative or technical positions across different regions in Morocco. These focus groups were real forums of exchange, where employees could share their experiences and freely express their perceptions of the themes and issues addressed.

The analysis of the situation of gender diversity at GIZ MA was conducted according to the guidelines of the Manager's Guide to Diversity, the result of the Econowin project's approach. It mainly concerned the Operations axis (recruitment, retention and career advancement), but it also covered the Strategy, Management, Control - Monitoring and Communication axes.

The analysis report provides an in-depth analysis of gender-sensitive HR data and gender-sensitive processes and measures within the company. Thus, it serves as a basis for future HR projects – aiming at improving the current gender diversity situation. The insights gained through the quantitative assessments helped us to prioritize our actions.

C. Gender Competence

Once the analysis stage had been successfully completed and the results obtained, the Gender Circle organized a series of workshops titled “The Gender Caravan”, touring the GIZ MA’s five clusters. These workshops - by going to meet different categories of national staff - were designed in a participatory manner, involving different groups within the five clusters of GIZ MA. The participants were sensitized to the issue of GD, its importance within an organization and its relevance for GIZ. The results of the GD analysis of GIZ MA were presented and aroused great interest. Following the presentation, participants discussed brainstormed on what actions can be taken to continuously improve working conditions based on diversity and parity. The brain-storming session also tackled the question of the responsibilities of different actors in improving these conditions such as management, HR, but also employees themselves.

The analysis was conducted under difficult circumstances on the backdrop of the COVID-19-pandemic. It also looked at the impact of the pandemic on colleagues, who mostly expressed great satisfaction with GIZ MA’s handling of this very difficult situation.

The analysis showed that GIZ MA is on the right track and the results are very convincing in terms of the career advancement of women at GIZ Morocco. Challenges remain in recruiting and retaining female talents. According to the analysis, the turnover rate for women is 10% compared to 4% for men at GIZ Morocco. Based on a culture of inclusion at GIZ Morocco, the challenge would be to



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ensure a lower employee attrition rate, which represents significant savings in terms of time and money spent on recruitment. By actively demonstrating its commitment to GD, GIZ MA can improve its reputation as an inclusive employer – and thus its long-term attractiveness for talents.

Retention refers to the actions GIZ MA takes to ensure that their employees stay with the organization. The biggest challenge for GIZ MA is to encourage and support women to recognize and value their talents, to assess themselves individually and to determine, progressively, alternatives for career advancement, which can make a big difference to our productivity and daily results.

Based on the results of the analysis, a certain disparity between the employee's perception of GD at GIZ MA and the actual figures could be identified, which led us to think about how GIZ MA management, together with its employees, could examine ways to address and correct existing biases, in order to address the most pressing issues.

D. Cooperation

One of the success factors of this analysis was the involvement of all national staff, but also the efforts of the gender circle, the HR department and the management. This joint effort demonstrated that we have a common goal to build on our differences and recognize that inclusion is our common objective. Considerable support from the Econowin project team enabled us to understand the approach and to apply it to our organization.

Our analysis a benchmark to identify how GIZ MA is positioned in relation to similar organizations. Unfortunately, this comparison was not possible. We were unable to collect quantitative or qualitative data. This lack of information from these organizations demonstrates that GIZ MA is taking its first steps toward becoming a leader in gender diversity management.

E. Next Steps:

At this point, GIZ MA is aware of the different fields for improvement to advance gender diversity. An action plan is currently being designed, outlining key priority actions and timelines for their implementation:

- Establish visible commitments to certain organizational processes related to recruiting and retaining female talent.
- Identify appropriate monitoring indicators and timelines.
- Capacity development of staff at various levels of the organization to manage gender diversity and embed the corporate culture