



Sustainable Development Service Programme- Gender equality, diversity, and inclusion in the Private Sector

An Assessment Report

National Commission for Women and Children (NCWC) in partnership
with United Nations Development Programme (UNDP) and Bhutan
Chamber of Commerce and Industry (BCCI)

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Abbreviations

BCCI	Bhutan Chamber of Commerce and Industry
CEO	Chief Executive Officer
DPOB	Disabled People's Organization of Bhutan
FYP	Five Year Plan
GEC	Gender Equality Committee
GNH	Gross National Happiness
ILO	International Labour Organization
LGBT+	Lesbian, Gay, Bisexual, Transgender
MOLHR	Ministry of Labour & Human Resources
NCWC	National Commission for Women and Children
NHAC	Norbu Healing Arts Centre
NIWI	Norbu International Wellness Institute
PWDs	Persons with Disabilities
QMS	Quality Management System
RGoB	Royal Government of Bhutan
SDG	Sustainable Development Goal
SDS	Sustainable Development Services
TVET	Technical & Vocational Education Training
UNDP	United Nations Development Programme
KII	Key Informant Interviews
LEA 2007	The Labour and Employment Act 2007

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Gender, Inclusion and Diversity Assessment in four SDS pilot sector

1. Introduction

UNDP has developed the Sustainable Development Services (SDS) Gender Equality, Diversity, and Inclusion Programme to advance the sustainable development agenda and foster business performance in gender equality.

The programme provides a tool for private enterprises to come together and contribute towards the achievement of the Sustainable Development Goals (SDGs) by reducing gender gaps and promoting gender equality and competitiveness simultaneously, for inclusive and sustainable growth.

The programme invites companies to go from commitment to action and provide hard evidence of gender mainstreaming efforts to tackle the most pressing gender inequalities.

The SDS programme has a four-step approach focusing on assessment, review and design, implementation and monitoring and evaluation. By incorporating a gender perspective into a company's overall management system, businesses integrate comprehensive measures to change their regulations, operations, business processes, organisational structure and culture, and thereby create fairer and more decent conditions for employees.

The SDS programme is an innovative approach to help private sector companies increase employee satisfaction and realize the full potential of all workers regardless of gender towards a more inclusive, healthier, and equal work environment.

The SDS framework is based on ILO conventions, international regulations on human rights, the Women's Empowerment Principles, and sustainable business practices. The programme also fosters accountability and provides private sector companies with hard evidence to demonstrate results to employees, shareholders, and other stakeholders in line with sustainable corporate practices. Furthermore, the SDS programme presents an opportunity to the private sector to support and contribute to the achievement of gender equality targets of the 12th FYP.

Gender equality is not only a fundamental human right but a necessary foundation for a peaceful, prosperous and sustainable world. Despite the achievement in gender equality over the recent decades, challenges remain. Today, it is at risk of being reversed because of the impact of the COVID-19 pandemic.

The outbreak has exacerbated existing inequalities for women and girls across every sphere - from health to economy, security and social protection. Women played a disproportionate role in responding to the virus, including frontline healthcare workers and caregivers at home. Women's unpaid care work increased with more family members to care for at home with the closure of schools and institutions, especially during the long and frequent lockdowns. This also led to a steep

increase in violence against women and girls. Women were also harder hit by the economic impacts of COVID-19, as they are found to be disproportionately working more in insecure labour markets. Globally, 58% of employed women work in the informal employment and estimates suggest that during the first month of the pandemic, informal workers globally lost an average of 60% of their income¹.

Bhutan also experienced similar impacts of the COVID-19 pandemic, especially in terms of Gender-based Violence (GBV). Around 6% of adults reported experiencing one or more forms of GBV, with the majority of them experiencing emotional and economic violence. The proportion of women experiencing GBV was found to be slightly higher than men. In addition, 64.8% of adults felt that there was an increase in physical violence, 47.1% felt there was an increase in sexual violence, 34.6% in emotional abuse and 30.7% in economic violence. However, findings revealed majority of those who experienced GBV did not report it to anyone².

Based on growing disparities widened by COVID-19 and emerging cases of sexual harassment, BCCI, NCWC and UNDP have partnered to initiate the SDS gender inclusion and diversity programme. This partnership is grounded on common goals of contributing to SDG 5 and NKRA 10 on “Gender Equality”.

In this pilot study, the following four private companies were pre-selected by BCCI:

- a) Wangchuk Group of Companies Pvt. Ltd
- b) Singye Group of Companies Pvt. Ltd
- c) Norbu Healing and Therapeutic Centre
- d) Druk Chapchab Construction Company Pvt. Ltd

2. Objective

The programme seeks to improve key areas within a company’s operations through implementation of a wide range of equal opportunity, affirmative action and gender mainstreaming measures but not limited to following:

- a) Detecting and eliminating gender-based wage gaps.
- b) Increasing women’s role in decision-making in middle and upper management positions.
- c) Developing and implementing policies to improve work-life balance with shared social responsibility.
- d) Preventing and addressing sexual based harassment in the workplace.

¹UN Women, 16th September 2020, COVID -19 and Its Economic Tool on Women: The Story Behind the numbers; retrieved on 3rd June 2021 from <https://www.unwomen.org/en/news/stories/2020/9/feature-covid-19-economic-impacts-on-women>

²COVID-19 Impact on Women and Children Study, Bhutan, December 2021, NCWC

- e) Using inclusive and non-sexist communication inside and outside the company.

3. The Gender Equality Assessment

The gender equality assessment is one of the key components of the SDS programme and will guide other interventions of the programme. The purpose is to recognize the nature of gender inequalities existing in workplaces and to inspire top executives to bring change in the overall functions of companies to realize the goal of gender equality and diversity. The specific objectives include to:

- a) Assess the existing gender gaps within the four selected companies across different SDS indicators, and
- b) Provide policy and programmatic recommendations to address the gaps.

The assessment looks into gender issues across 10 parameters: a) Recruitment and retention; b) Equal pay and wages; c) Promotions; d) Training; e) Work life balance; f) Prevention and treatment of sexual and gender-based harassment; g) Inclusion of LGBT+ and PWDs; h) Crisis management and employee protection, i) supply chains; and j) Internal and external communication.

The assessment will form the basis for similar interventions in other companies to improve key areas within a company's operations through implementation of a wide range of equal opportunity, affirmative action and gender mainstreaming measures.

4. Scope of the assessment

The report provides a snapshot of catalytic factors to foster gender equality and diversity across three domains. Firstly, it explores the overall composition of the companies at different levels of functions including those of leadership prospects. Secondly, it identifies catalysts for an enabling environment within the companies to make a conducive working environment for women through various strategies such as equal pay, timely promotions, flexible working time and others. Finally, it highlights the findings along with recommendations and action plans in order to improve gender mainstreaming practices.

The report is the compilation of findings from the assessment conducted across four private companies participating in the project. Examples of measures illustrated will build the case for a comprehensive set of practices to achieve gender equality at the workplace.

5. Methodology

A participatory approach was adopted for this study by gathering qualitative information through discussions and conversational interviews and focus group discussions with the selected

companies. In addition, a series of discussions were carried out prior to the field work in terms of planning, finalizing the survey design and interview tools through participatory discussions with the technical working group at the inception stage. All relevant documents were also thoroughly reviewed to understand gender mainstreaming in the private sector and draw study tools.

A standard SDS gender equality and diversity assessment questionnaire was used. The questionnaires were reviewed by the technical working group through a series of consultations to adapt to the Bhutanese context. Field work was initiated only after the endorsement and approval of study tools by the working group.

The questionnaires were distributed to all relevant employees of selected companies with the support of focal officials, nominated by the respective companies to support the conduct of this assessment (refer Annexure 4.2). A separate focus group discussion with employees and members of the Gender Equality Committee (GEC), and Key Informant Interviews with the management of the companies were conducted to discuss existing practices on gender mainstreaming and how gender and inclusion issues were addressed. In the process, all aspects of company operations were discussed along with the gender component to foster gender equality in the workplaces.

6. Study Limitations

There were some limitations faced during the actual process of the study as follows:

- a) Lack of understanding on gender equality and diversity among the respondents and management of the pilot companies could have affected the overall findings.
- b) Unavailability of relevant employees for in-person interviews since majority of them were at the field offices and company sites; therefore, the information was provided by the focal officials within the company.
- c) Limited record keeping and non-availability of updated data hampered collection of accurate information from the companies.
- d) The COVID-19 pandemic and restrictions limited the timely collection of adequate information, thereby resulting in delays.

7. Overall findings

The study explored the overall composition of companies at different levels and identified conditions for an enabling environment for women through various strategies to improve gender mainstreaming practices.

Some of the key findings include general lack of awareness and absence of training on gender sensitive issues among the members of the company management; low representation of women

at the decision making level; lack of gender responsive procedures and systems; lack of an inclusive and diversity strategy for LGBT+ and Persons with Disabilities (PWDs) despite a willingness to implement such policies; lack of maternity/paternity leave in cases of adoption, foster and kinship care; and lack of gender friendly facilities such as childcare services and feeding rooms.

Two out of four selected companies have sexual harassment provisions, including the complaints mechanism included in their internal service rules. However, there is limited awareness among the employees on the provisions resulting in limited implementation.

PART A: SINGYE GROUP OF COMPANIES PVT.LTD

1. Company Profile

Singye Group of Companies Pvt. Ltd owns 26 business units ranging from construction, mining, manufacturing, trade, education, and automobile workshops. The company employs more than 300 employees across the country, serving different segments of customers ranging from general consumers to industrial clients. It has been in business for more than 40 years and has 16 sister companies. Some of these companies include Jamphel Tours and Treks, Singye Hollow and Paver Unit, Yum Thinley Choden Charity School, Singye Stone and Sand Factory, Ugyen Medical Store, Bhutan Soya Protein, Singye Mines and Mineral Export. The company makes an estimated annual revenue of Nu. 250 million.

For the purpose of this assessment, eight business units were selected - Singye Sand Manufacturing Unit, Zimbi Workshop, Singye Stone Factory, Yum Thujey Zam Charity School, Zimdra Tyres and Thread, Singye Pebble Block and Tiles Manufacturing, and Singye Pebble Blocks. The units are a mix of manufacturing, production and service-related businesses.

2. Composition of staff

The eight selected units for this study have a total of 181 employees, consisting of 145 regular employees (111 men and 34 women) and 36 part-time employees (19 men and 17 women). Overall, women constitute 35% of the total employees.

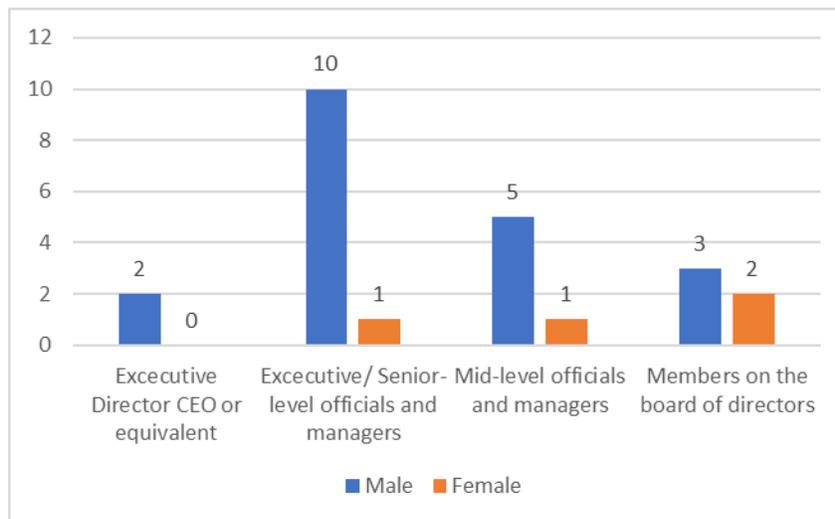


Fig 1: Employee composition in decision making level by sex

Among the five members of the Board of Directors, two are women. However, men dominate other leadership positions (executives, senior officials, managers and mid-level officials) with men representing 89% as opposed to women comprising only 11%.

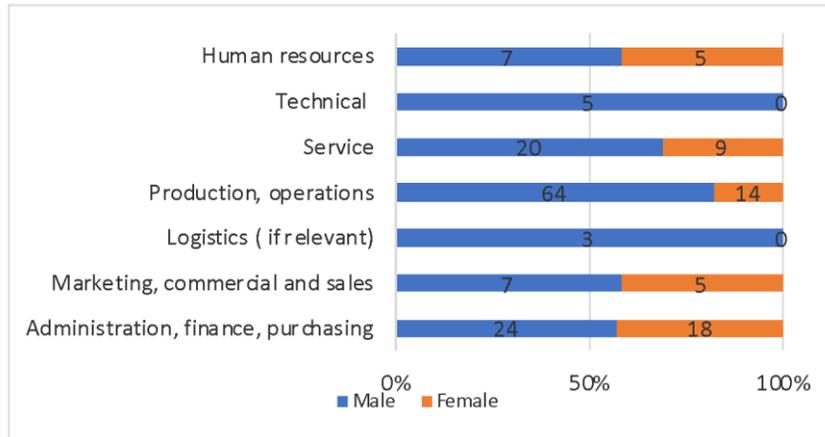


Fig 2: Employee composition by major occupation and sex

There is highest male representation in occupations which require more physical labour as in the case of logistics, technical operations, production and manufacturing (See figure 2.). In the service department as well, men dominate with 69% representation while women represent 31%. However, in other areas like human resources, marketing, commercial and sales, there is almost an equal representation of both genders, with men still exceeding women slightly (male 58% and female 42%). Similarly, men represent 57% while women represent 43% in areas of administration, finance and purchasing.

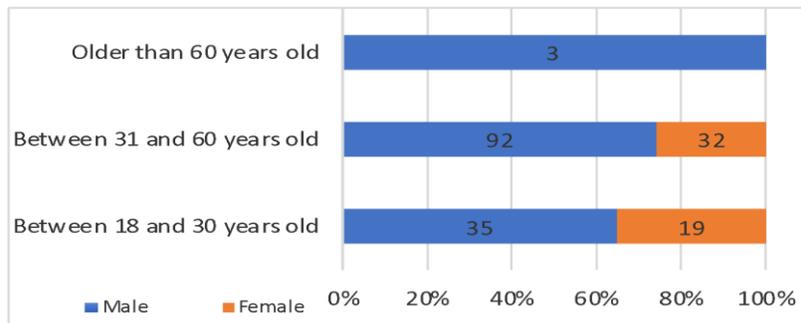


Fig 3: Employee composition by age and sex

Majority of the employees are between the ages of 18 and 60 years. There are only 3 employees (male) who are above 60 years. Among those between 18 and 30 years, 65% are men and 35% are women. Of those aged between 31 and 60 years, 74% are men and 26% are women.

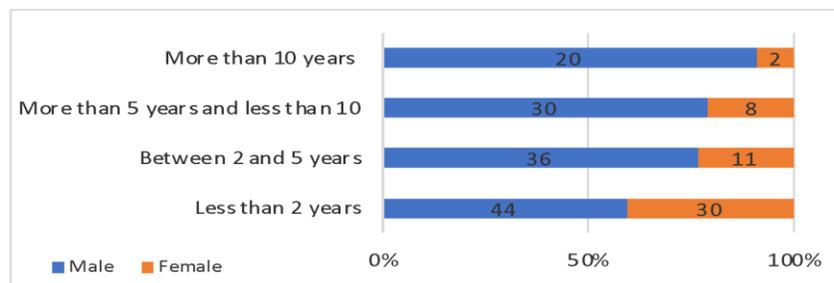


Fig 4: Employee composition by seniority and sex

59% men and 41% women constitute employees with less than two years' experience while 77% men and 23% women constitute employees with two to five years' experience, 79% men and 21% women constitute employees with five to 10 years' experience, and 91% men and 9% women constitute those with more than 10 years' experience.

3. Recruitment and retention

The procedures and requirements for hiring and appointing employees are outlined in Chapter 3 of the Internal Service Rules. Through a transparent, open, fair, and merit-based hiring and selection process that is free of bias, prejudice, and any other form of discrimination, these rules ensure that the best qualified candidates with the right aptitude for the right job are hired. Additionally, they seek to recruit and retain the top candidates across all job categories.

According to the Internal Service Rules, when determining the company's human resource needs, the corporate services division will consult with various divisions, business units, and sections before submitting an annual recruitment plan to management for approval. All hiring must be done in accordance with the open positions that the management has approved in the annual recruitment plan. The management may urgently hire an employee if certain key positions are left vacant as a result of ad hoc retirement or separation. The authority to recruit, select and appoint new employees lies with the Board for the CEO/Executive Director post while other positions are with the selection committee or management.

The candidate must meet all eligibility requirements specified for the specific position, be a citizen of Bhutan, and be at least 18 years old on the date of appointment. A candidate is ineligible for employment if they were previously chosen but consciously chose not to accept their selection or appointment for the position, are medically unfit, willfully gave false information on their application, provided false or fake references, or unable to provide sector clearance if recruited.

The created position must be made public in the media with information on the requirements. The hiring process will then be conducted based on merit, qualifications, and experience through a competitive selection process, giving everyone who meets the requirements established by the company for the open position an equal opportunity to apply. After being selected, the candidate will receive an appointment order detailing the grade, pay, probationary period, annual increment date, posting location, and terms of the appointment. The applicant will also need to sign a non-disclosure agreement to protect the business' proprietary and confidential information.

It was found that the Internal Service Rules does not seem to consider gender as an important criterion for recruitment and retention, thereby becoming gender neutral. As a result, during the recruitment process, the company does not make any preference of gender for any specific position. However, findings from the assessment revealed that in actual practice, preference is

sometimes given to men, especially in the case of physically demanding jobs. Even when the job is advertised, the company does not pay special attention to using inclusive language that will specifically appeal to women. The company also does not reserve any positions at the senior levels exclusively for women.

It was also found that the company management and mid-level officers who are responsible for recruitment and selection of candidates are not trained on gender sensitive topics to ensure use of appropriate techniques during the selection process. In general, the recruitment committee also does not have equal representation of gender, which may lead to gender bias. The various positions advertised also depends on the nature of work since in most cases, the needs are of physically demanding jobs where preference could be given to men.

In the past 18 months, the company received 28 applications (25 men and 3 women) against 11 vacancies for four positions. All applicants could not be recruited based on the positions created due to restructuring of the company, especially due to merger of some units. Eight men and three women applicants were selected and recruited by the company for these positions. As such, this does not meet the SDS criteria of 30-40% of the total new recruits to be women in any given cycle. *(Details of vacant positions, application received, and recruitment is given in table 1)*

Applicants received	Positions announced	Final selection
4 men	Accounts manager (1)	1 man
5 men	Finance manager (1)	1 man
4 men	Plant manager (2)	2 men
2 men and 3 women	Salesperson (3)	3 women
6 men	Plant operator (2)	2 men
4 men	Storekeeper (2)	2 men

Table 1: Employee recruitment

At the same time, 5 women and 10 men resigned from the company for other job opportunities. They were mostly those with 3 to 5 years of experience. At the moment, the company does not have a retention policy.

In addition, there no policy or mechanisms that promote gender friendly working environment at workplace for example- separate toilets for men and women is in the head office as well as most of their field offices or plants.

4. Equal pay and wages

The grading system and basic pay is based on the internal service rules, but the Board may change them, according to Chapter 4 of the Rule on compensation and benefits. Employees' monthly pay will comprise of a base salary and any additional compensation that the company's board of directors and management decide to grant based on their performance and other criteria. The first

increment will only be given during the two annual increment or promotion cycles after a period of one year based on the date of regularization of employment, upon successful completion of the probation period and regularization of employment.

Position category	Qualifications	Basic Pay or salary in Nu.
Executive		38700-74410
Managerial & professionals	Degree or masters	21370-50365
Supervisory & Operational	Professional diploma	14830-28370
Operational	Class 12 or certificate or Class 10 with certificate	8505-22050
General Service	Below class 10 or certificates	7695-12445
Temporary positions	NA	8050

Table 2: Entry Salary

For contract employees, the salary along with all eligible benefits such as leave and other benefits are granted as per the terms and conditions of the contract.

Positions	Average pay in Nu.
Executive Director/CEO or equivalent	70,000
Executive/ Senior-level officials and managers	45,000
Mid-level officials and managers	32,000
Technical positions	15,800
Administrative positions	32,500
Support positions	10,500
Operational positions	15,200
Wage employees	8,050

Table 3: Actual average Salary

The salary ranges from Nu.8,050 to Nu. 74,410 per month for various employees according to job positions, irrespective of gender. However, the company's internal service rule doesn't have any specifications on equal pay for equal value of work.

5. Promotions

Employees can only be considered for promotion on the basis of merit and competitive selection processes, according to the Internal Service Rule Chapter 5. No employee may assert a right to promotion or an automatic entitlement. The employee will receive an increase from the higher grade in accordance with the pay scale upon promotion to the next grade. On the date of promotion, if the employee's pay is already above the next grade's minimum pay scale, the pay must be adjusted so that the new pay in that grade is at least one increment higher. Only those employees

who have successfully completed at least four years of satisfactory service in the current grade met the requirements for the next grade, who have no adverse disciplinary records, and who have received their supervisor's recommendation for promotion will be given consideration for promotion.

Positional promotions to managerial or executive positions, however, must take the needs of the business into consideration. The applicant must meet requirements such as qualification, no disciplinary issues, and possessing the necessary managerial and leadership abilities. In recognition of exceptional performance and a strong aptitude for taking on more responsibility, an employee may be meritoriously promoted to the next grade or position. For executives and contract workers, the Board shall have the authority to review and approve promotions; for all other employees, the HR committee and management shall have this authority.

Although the service rule provides equal opportunities for men and women with regard to promotion and horizontal mobility, provisions for affirmative action or targeted interventions to achieve gender parity in decision making are lacking. Promotions are granted based on performance and eligibility in respective positions regardless of gender. The company also has career paths through promotions along with professional development opportunities, which are based on merit as per the performance appraisals provided by the immediate supervisors and approved by the Board, years of experience and qualification.

Although, the policy has provision for equal opportunity for both men and women, no specific programmes are conducted with regard to ensuring equal participation as well as to conduct unbiased assessment of promotion by the unit managers. Similarly, the policy provides for promotion based on merit and competitive selection; however, in actual practice, seniority is a key element in these promotions.

In the past 18 months, the company has nominated or considered five men and one woman for promotion, and all were promoted as per the endorsement of the Board.

6. Trainings

Chapter 8 of the Internal Service Rules outlines the guidelines for human resource development. It states that in order to ensure skilled human resources to keep up with changing business dynamics and technological advancements, the company shall develop an annual human resource development plan to implement various training and activities for its employees. Pre-service and in-service training are the two categories under which the company must conduct these trainings. Pre-service training sessions must be provided for new recruits. Similarly, employees who are currently on the job should receive continuous in-service training.

Upon deciding on the course, location, and length of the study, the company may sponsor and send employees to pursue long-term studies in accordance with the needs of the business and if such skills are not easily available in the market. Subject to the chairperson's approval, the employee must have worked at the company for at least three years (excluding the probationary period), agree to sign an HRD bond, and provide proof of admission before being granted a study leave for a maximum of two years during their time in the workforce.

In close consultation with the relevant heads, the Corporate Services division shall evaluate the training needs for all divisions or units, and the HRC and management shall finalize the training needs. The corporate services division will ask the relevant heads for nominations, and the heads will ensure that the best candidates are nominated for the training that has been planned for the year. From the heads' nominations, the HRC select the most qualified and pertinent candidates for the training.

The Rules also state that training must be conducted for the benefit of the business; it cannot be demanded as a right. The candidate for HRD activities must meet requirements such as being a citizen of Bhutan, taking a course that relates to their job duties, having the necessary level of skills and qualifications for the training, and having a clean service history. The management and HRC may establish additional criteria as needed, and seniority of the employees will also be taken into consideration.

Although the company's service rule provides equal access to capacity development opportunities, there is no mechanism to ensure that men and women benefit equally. The unique needs of women and men may have due to their differentiated social roles and responsibilities that requires the company to offer specific skills and career development opportunities is not specified in the rules and protocols of the company. The company has also not yet provided any specific training related to gender for its staff at various levels (senior management, managers, human resources, daily workers, committees/boards). In the past 18 months, the company was able to provide general training to five men and one woman. The trainings were provided internally through dealers to equip employees on business improvements and technical capacity.

7. Internal and external communication

There is no separate policy or rules on internal and external communication. Thus, gender friendly or inclusive language (non-stereotyped pictures, making both men and women visible, and non-sexist terminology) are not considered in any of the company's internal and external communications, brand positioning and advertising.

The internal and external communications and information are first routed through the head of the organisation or head of units. During orientation programmes of the company, employees are made

aware of non-discrimination and equal treatment. However, as of now, the company does not have a gender equality target or communicated its commitment to its employees or the external audience.

Although the company has multisectoral operations involving a large network of stakeholders and employees, there is no internal communication strategy or policy to ensure proper communication on daily operations. As such there are inadequate communication materials to make workplaces more gender equal.

8. Work life balance

Chapter 6 of the Internal Service Rule on working hours, holidays, and leave states that taking a leave of absence cannot be treated as sanctioned simply by submitting a leave application. The concerned employee is in charge of making sure that his/her leave is approved well in advance. The employer will take appropriate disciplinary action if the employee doesn't report back to work when their leave is complete.

Employees are granted a total of 10 days of unpaid time off per year. Employees on probation who have sought sick or casual leave are not entitled for pay. Employees are entitled to 30 days of annual earned leave per calendar year, or 2.5 days for each month of employment. If an employee has 30 days of earned leave on credit, they are eligible to cash in their leave once a year.

Female employees are entitled to 3 months of additional paid maternity leave, which must be accompanied by medical records that are duly signed by a licensed doctor in Bhutan. Male employees are entitled to 5 working days of paternity leave. Employees are entitled to three confinements of paid maternity and paternity leave during the course of their employment. Further, a maximum of one-month leave will be granted in the event of a miscarriage upon presentation of a medical certificate.

In the event of the passing of a close relative or parents of the spouse, 15 working days of bereavement leave are granted each time. In exceptional circumstances where employees do not have any remaining paid leave, the CEO may grant them one month leave without pay. After providing advance notice, employees are entitled to 30 working days per year for medical leave. It is necessary to provide proof of the nature of the illness or injury, as attested by a licensed medical professional. The chairman/Executive Director may grant escort leave when an employee is required to accompany his or her family members to a doctor's appointment, subject to the health authority's referral. When no other leaves are available, employees are entitled to a one month extra ordinary leave. The chair will decide whether to grant this leave, but this could mean losing pay, seniority, and allowances.

The company does not have alternative strategies to discourage women from leaving their jobs after childbirth, apart from the provision of maternity leave which has been extended from one month to 3 months. The company also does not have alternative job arrangements for those

returning to work, mainly new breast-feeding mothers. The 3 months maternity leave for women employees and five days paternity leave for men are fully paid leave. There is also an option to combine casual leave and unpaid leave if required during the childbirth period. However, the company does not have paternity or maternity leave for cases of alternative care (adoption, foster and kinship). There is also no provision of extended maternity or paternity leave or other measures in place to encourage gradual return to work after leave.

While there is no specific policy on work-life balance such as flexible working hours, and work-from-home, the company allows its employees to seek permission for absence to deal with family, school related or other situations. However, these provisions must be recovered by the employee. In addition, no support services in the form of childcare facilities, financial subsidies for school going children or care grants and incentives are available from the company. There are also no systems or technologies that focuses on capturing employee's performance in tandem with flexible working arrangement.

In the past 18 months, two men availed paternity leave and one availed leave without pay in addition to paternity leave. Similarly, four women availed maternity leave and two others availed leave for breastfeeding in addition to maternity leave. One breastfeeding mother did not return to her job after availing maternity leave, mainly due to the nature of her job as a factory worker that posed health risks.

9. Prevention and treatment of sexual harassment and gender-based harassment

Chapter 11 of the employee code of conduct of the Internal Service Rule prohibits the incidence of sexual harassment in the workplace and during recruitment. It defines sexual harassment as *“subjecting a person to any act of physical intimacy, making any oral or written remark or statement with sexual connotation to a person or about a person in his/her presence, making any gesture, action or comment of sexual nature in a person's nature, conduct is not sexual harassment if it is welcome”*.

It also establishes guidelines for filing complaints of sexual harassment, including that the victim must do so in writing, name the alleged harasser, describe the incident in detail, include the names of any witnesses, and be signed by the complainant before bringing it to the person responsible for handling such complaints. Within two days of receiving the victim's written complaint, the designated officer must acknowledge receipt of it and launch an investigation within five days. Within 10 days of the investigation, the victim must be informed of the investigation's findings. The victim may file a complaint with the Chief Labour Administrator at the Ministry of Labour and Human Resources, if the victim is dissatisfied with the resolution of the internal complaint procedure.

Nevertheless, the Service Rules does not seem to include provisions on other forms of gender-based harassment and mistreatment.

The company also does not have a separate committee for establishing measures to prevent, detect and act on harassment cases. As per the current system, the allegations on sexual harassment are assessed by the management and if found true, are forwarded to the Ministry of Labour and Human Resources. The assessment did not however reveal any reports of sexual harassment from the employees in the last 18 months, which may be due to the lack of a proper mechanism to collect and management such complaints.

Most of the company's employees, except those working in the field or plants, are aware of what acts may be considered as harassment in the workplace but seem to have limited awareness on the reporting mechanisms and penalties in place.

The company has not yet held any workshops or programmes to sensitize its employees on sexual and workplace harassment, including annual awareness raising programmes to prevent harassment, sexist attitudes and discriminatory treatment.

10. Supply chains

The company does not have a supplier code of conduct in place that safeguards the rights of women and PWDs, including gender and PWD sensitive clauses. The company also does not include gender equality/disabilities inclusion in its processes when forming connections with suppliers or contractors. As such, the question of reviewing them on a regular basis to see if it is 'fit' with the company's gender strategy does not arise.

The company also does not consider inclusion of gender equality and disability perspectives in the procurement/supply chain policies and procedures. There are also no evident proactive steps taken to initiate or strengthen relationships with businesses owned by women/PWDs in the value chain or contracting vendors.

11. Inclusion (LGBT, PWDs)

The company does not have an inclusiveness and diversity strategy in place. An Employee Resource Group/Business Resource Group also does not exist. An effective business diversity and inclusion policy that defines precise intended results and establishes a mechanism for judging whether those outcomes have been accomplished is absent. In addition, the senior management's KPI does not include an inclusivity goal to drive inclusive behavior.

The company does not have recruitment targets for promoting LGBT+ at all levels and in all areas. The employees of the company are not aware of LGBT+ issues and discrimination. However, the assessment found that the company is willing to employ LGBT+ in the future. The same is the case with PWDs, who may be fit in positions in the head office but not in the field or plants.

12. Crisis Management and Employee Protection

There is no cross-functional gender inclusive/PWD crisis management team or crisis management plan in place at the company. Any issues that need the company's interventions are channeled through individual unit managers and senior managers in the head office.

The existing reporting system has no crisis communication routes, including confidential channels for employees. There are also no measures in place to promote diversity and inclusion in the workplace in the short term and long term as part of the crisis management plan. As such, it was found that employees normally solve issues on their own.

With regard to social security support or benefits for the employees, the company provides employee welfare such as pension, provident fund, insurance scheme and employment welfare funds. In some cases, medical expenses are paid by the company. During an emergency or crises, office employees are permitted to work remotely, but no written policies are in place.

The company has a policy for development of occupational health and safety programme as per the general rules and regulations in construction, manufacturing, mining and other service industries 2006. As per the policy, the HR in coordination with the Health and Safety Committee is required to inspect the health and safety at the construction sites on a regular basis and report to management. The policy also states that each construction site shall elect one employee to represent employees in health and safety related matters. It is also to ensure that employees are aware of all known or reasonably foreseeable health and safety hazards to which they are likely to be exposed to due to the nature of their work.

13. Overall Findings

Gender equality and mainstreaming

- 1) There is no disparity in terms of pay between men and women, and the company has a policy for standard pay based on specific grade and position.
- 2) There is no strategy in place to combat gender stereotyping and ensure transparent communication on company policies, resources, and opportunities.
- 3) The Company does not consider the use of inclusive language for advertising and promotional materials to promote gender equality in their recruitment and retention.

Gender related data and record keeping

- 1) There is lack of up-to-date record keeping of employees' information and the use of sex-disaggregated data or gender statistics to carry out gender analysis. Currently, information keeping is based on manual records.

- 2) Although the company has not experienced any sexual harassment incidents as of date, there is no proper system to keep track of complaints, including applicable penalties, if cases do arise.

Gender representation

- 1) Although there is almost equal representation of men and women at the board level, there is higher representation of men at the executives, mid-level officers and managerial levels.
- 2) More men are found in physically demanding jobs such as logistics, production, operations, technical and services.
- 3) There is higher proportion of women with less than two years' experience, but the number reduces significantly as it crosses more than 10 years in service as compared to men.
- 4) There is no system in place to ensure equal representation of men and women in the recruitment panels and selection process.

Gender related trainings

- 1) No formal leadership training programmes are conducted through coaching, sponsorship and mentoring to foster women's access to promotion as well as to ensure equal participation from both men and women in career development programmes, recruitment and selection process.
- 2) No gender equity or sexual harassment trainings were conducted for staff at all levels. There is no mechanism to ensure equal access to training for both genders in terms of short trainings, workshops or other forums.
- 3) Training opportunities to ensure unconscious bias of managers or head of units involved in the assessment of promotion process to ensure right candidate for right positions are also lacking.
- 4) No initiatives have been made to improve awareness about LGBT issues, and discrimination against LGBT people at the workplaces.

Work-life balance

- 1) Maternity leave was extended from earlier 1 month to 3 months during the time of revision of the internal Service Rules and Regulations. The company provides several types of leave equivalent to any other company. However, there is no policy on maternity and paternity leave in cases of child adoption, foster care and kinship care.
- 2) Although, there are separate toilets for men and women in most of the head offices, it is not the case in field offices or plants.
- 3) There is no provision for childcare services, including feeding rooms.
- 4) The company makes efforts to explore alternative job postings for factory workers for those who are recovering from health issues or are new breastfeeding mothers.

Policy and procedures

- 1) As per the policy, promotion is purely based on merit and competitive selection process. However, in actual practice, it is mostly based on seniority once the candidate fulfills eligibility requirements of the post.
- 2) There are no systems and technology in place to capture employee performance or productivity in tandem with flexible work arrangements. The company also does not have a separate committee to deal with discrimination and sexual harassment cases besides the HR committee.
- 3) A supplier code of conduct, including gender equity and PWD/LGBT sensitive provisions, is not in place. The current practice of procuring is based on financial quotations and technical specifications from any supplier.
- 4) The existing crisis communication channel is routed through all levels of managers and is not confidential, which might deter employees to report efficiently.

14. Overall recommendations

Based on the above analysis, following are some of the overall broader recommendations for the company.

Gender representation and mainstreaming

- 1) There is a need to encourage more women representation at the top-level positions such as executive, senior and mid-level officers through adoption of distinct criteria during recruitment process and by offering alternative incentives.
- 2) There is a need to create a conducive working environment for women so that they continue in their jobs for a longer career period by providing longer maternity leave, childcare facilities and with more flexibility of their engagement during working hours for feeding mothers.
- 3) To attract more women applicants, there is need to change strategies on job advertisements with special emphasis on the use of inclusive or gender sensitive languages.

Training and capacity development

- 1) The company management and mid-level officers need to be trained on gender sensitive topics to ensure appropriate techniques to be used during recruitment and selection process.
- 2) Gender equity trainings for staff at all levels should be included in the annual work plans along with training on sexual harassment and gender discrimination. The trainings can include formal leadership programmes through coaching, sponsoring and mentoring to foster women's access to promotion as well as to ensure equal participation in career development programmes.
- 3) The company needs to institute a policy for training nominations with equal representation of genders for professional development.

Strategies for staff retention

- 1) Exit interviews should be conducted to learn why employees leave their jobs, and feedback loops to be established to convey the results to the management to derive retention strategies.
- 2) The company can also introduce performance-based increment system so that performers are rewarded.
- 3) There is a need to create and disseminate an internal communication strategy to make workplaces more gender equal and ensure transparent communication on company policies, resources, and opportunities.

Strategies for work-life balance

- 1) The company can consider providing maternity and paternity leave for child adoption, foster and kinship care. The company can also explore the possibility of introducing financial subsidy for children's education for lower-level staff.
- 2) Childcare services like day care center and lactation rooms for breast feeding mothers can be introduced in the office premises, plants, and other work areas along with separate toilets for men and women in all workplaces.
- 3) The company can also consider for flexible working hours and work from home based on situation of the family of the employees specially for mothers and single parents.

Policy intervention and procedures

- 1) A separate member committee for cases related to sexual harassment and discrimination should be instituted, along with a complaint management system.
- 2) The company must identify and promote the use of women owned businesses, establish baseline and goals, and develop networks of existing suppliers to increase women's access to supply chain opportunities.
- 3) A supplier code of conduct should be instituted to include gender equity and PWD/LGBT sensitive provisions and create awareness among employees.
- 4) Alternative job postings can be explored for factory workers recovering from health issues and new breastfeeding mothers instead of extended unpaid leave.

PART B: WANGCHUK GROUP OF COMPANIES PVT. LTD

1. Company Profile

Wangchuk Group of Companies is a family run business that opened their first hotel in 1996 and has expanded to 6 properties across the country since then. They are Wangchuk Hotel in Thimphu, Wangchuk Resort in Taba, Amaa’s suites at Babesa, Wangchuk Lodge at Phobjikha and Bumthang, Lemon Tree hotels in Thimphu, and Wangchuk Hotel in Monggar. The company also owns a Hospitality Training Institute in Thimphu and Sonam Kunphen School in Bumthang. The company makes an estimated annual revenue of 8.187 million from its operations.

For the purpose of this assessment, six hotels and the head office are considered.

2. General composition of staff

The six hotels and head office have a total of 105 regular staff, comprising of 52 men and 53 women. This shows almost equal representation of gender in the overall staff strength. The Board of Directors consists of 2 men and 2 women. Whereas, in other leadership positions (executives, senior officials, managers and mid-level officials)³, there are slightly more women than men (53% women against 47 % men). The CEO of the company is a woman.

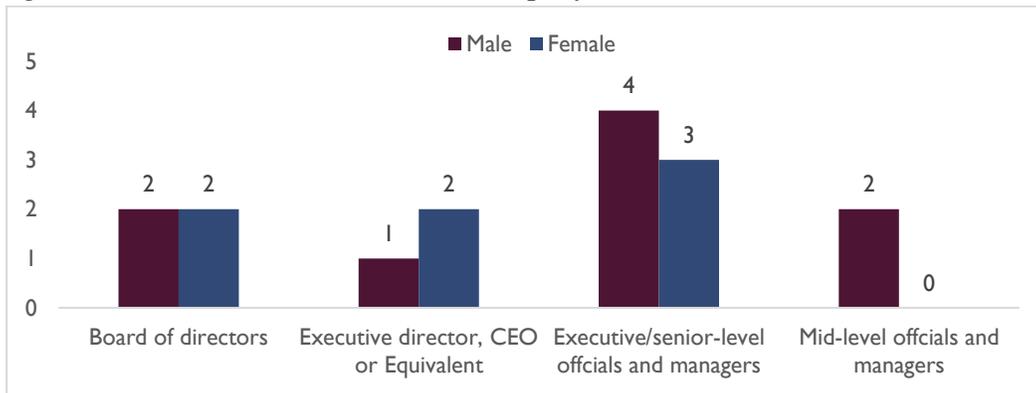


Fig 5: Employee composition in decision making level by sex

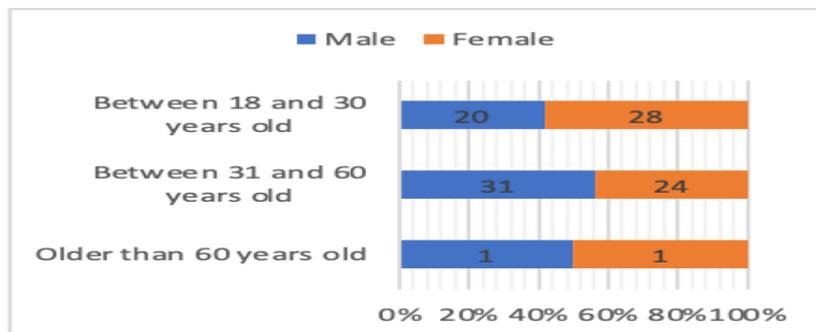


Fig 6: Employee composition by age and sex

³ Senior level officers are those at the senior management positions like senior managers, specialist, advisors etc. while mid-level officers are officers like HR officer, administrative officer, IT officer, engineers etc.

Majority of the employees are between 18 to 60 years. Among those between 18 to 30 years, 42% are men and 58% are women. In between 31 to 60 years, 56% are men and 44% are women.

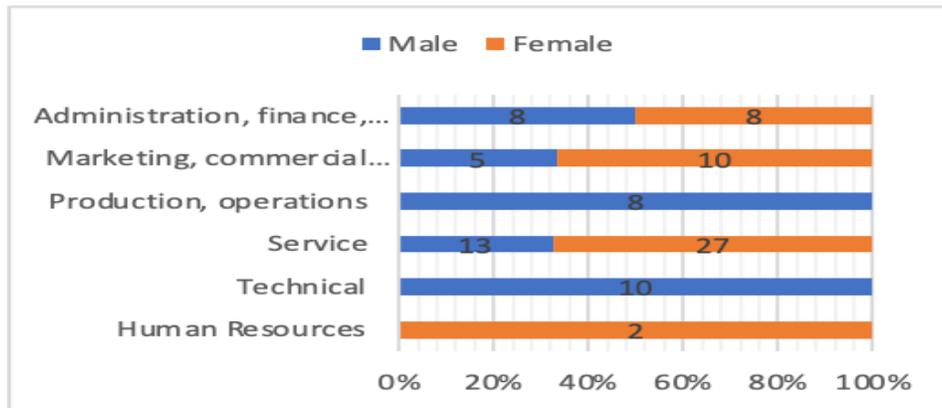


Fig 7: Employee composition by major occupation and sex

Men dominate in occupations which require physical labor such as technical, operations and production as represented in figure 7. However, in other areas like human resources, marketing, commercial and sales, and service there are more women than men. In areas like administration, finance and purchasing, there is equal representation of men and women.

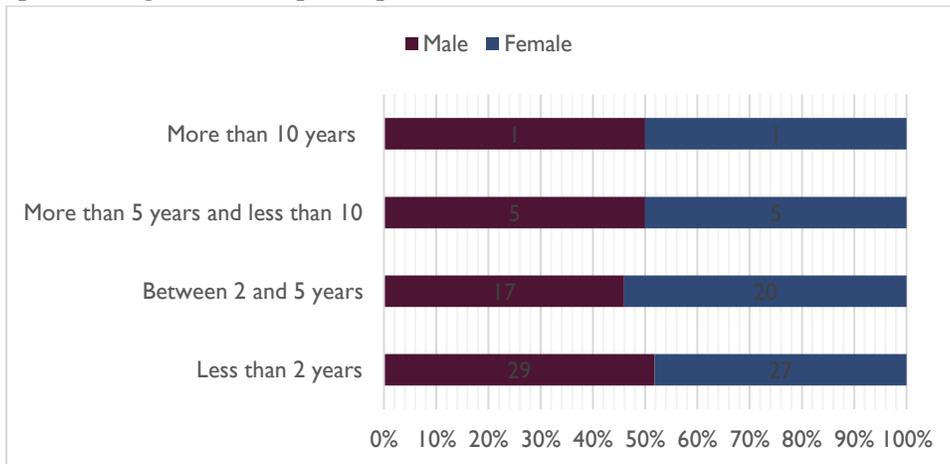


Fig 8: Employee composition by seniority and sex

There is almost equal representation of men and women throughout the various categories of years of experience. Of the employees with less than 2 years of experience, 52% are men and 48% are women. Those with 2 to 5 years of work experience, the composition of men decreases slightly to 46% while women increase to 54%. There is 50-50% representation of men and women among those with 5 to 10 and more than 10 years of experience.

3. Recruitment and retention

There is no clear policy on recruitment, but the Internal Service Rule states that a candidate shall meet required competencies for the post or position applied. Candidates should have attained 18 years of age on the date of appointment. In the case of in-service candidates, clearance from the parent organization must be produced. The findings from the assessment revealed that recruitment is conducted through a transparent and open selection process. It is carried out based on qualification/experience, and through a competitive selection process where the eligibility criteria is set by the company for the specific vacant positions.

During the recruitment process, the company does not make any preference for gender, and job advertisements are not designed to attract any particular gender. The company also does not reserve any specific positions at the senior levels exclusively for women and does not discriminate on marital status, age, pregnancy and ethnicity during recruitment and selection. All selections are done through a formal selection process based on merit and experience. However, the company has the perception that the hospitality and service industry seem to attract more women than men, especially at the mid-level jobs.

In the past 18 months, the company has received 22 applications in various positions (10 men and 12 women) against 10 vacant positions. 10 men were selected for these positions since the women who applied did not meet the requirements for the vacant positions (accounts, administration, finance and support services). (*Details of vacant positions, application received, and recruitment is given in table 4*)

Applicants received	Positions announced	Final selection
1 man and 1 woman	Accounts manager (1)	1 man
1 man and 1 woman	Finance officer (1)	1 man
1 man and 2 women	Accountant (1)	1 man
1 man and 2 women	Admin Officer (1)	1 man
1 man and 2 women	Hotel manager (1)	1 man
3 men and 4 women	Front office (3)	3 men
2 men	Storekeeper (2)	2 men

Table 4: Employee recruitment

During the same time period, 2 women and 5 men resigned. Exit interviews were conducted, and it was found that the reasons were unattractive salary, issues with the management, and to seek overseas opportunities. In the case of resignation, employees will have to provide one month notice period to the company management.

At the moment, the company does not have a retention policy as such. There are certain provisions in place to make it comfortable for employees such as separate toilets for men and women.

4. Equal pay and wages

Clause 8 of the Internal Service Rule states that the payment of each employee shall be specified in the contract agreement signed between employer and employee. The pay scale of different levels shall be subject to revision by the management from time to time and the payment of salary shall be in the form of bank transfer. The employer shall have the right to deduct up to a maximum of 50% of wages in case of advance paid to employees. However, there is no detailed information on the rules and regulations for equal pay and wages.

The salary level depends on the level of position and seniority in the job. The rules on compensation or benefits are communicated to employees during entry into service and during promotions and increments through written communication. However, there are no details about the pay structure and its calculations for pay increment.

The company has a salary range of Nu.10,000 to Nu.70,000.

Positions	Average pay in Nu.
Executive Director/CEO or equivalent	70,000
Executive/ Senior-level officials and managers	40,000
Mid-level officials and managers	30,000
Technical positions	20,000
Administrative positions	20,000
Support positions	10,000
Operational positions	35,000
Wage employees	12,000

Table 5: Actual average Salary

5. Promotions

The company provides promotions to its employees for advancement in different levels but as such there is no policy specifying the details of promotion procedures. The company has a performance appraisal system rated by the supervisors to be eligible for promotion, which requires performance rating of above 75%. In general, promotion is based on seniority, years of experience in specific positions, and availability of vacant positions.

There is no specific mechanism to ensure that both men and women are represented equally among the candidates for promotion. They also do not have targeted or affirmative actions for women. Promotions and professional development opportunities depend on specific criteria required for each position such as qualification and years of experience. Accordingly, in the past 18 months,

eight men and four women were promoted to positions like senior finance officer, manager, supervisors and assistant account and finance, including instructors in the institute of hospitality.

6. Trainings

The company does not have a specific training policy and procedures. It however has training plans and programmes in place based on the needs of the company. The plan seems to be gender neutral and does not have specific gender targets or mechanisms to encourage equal participation. As and when there are training opportunities, it has to be approved by the management. There is also no system to ensure that women and men have equal access to training that prepares them for non-traditional positions to break gender stereotypes and/or under-representation of women for training. Only 10 men were trained in various capacity development programmes mainly conducted by partner agencies in hospitality, but no women participants were nominated. The reasons were mainly due to domestic and childcare responsibilities, which discourage them from taking part in such training opportunities.

The training plans and programmes do not include specific training on gender, gender issues and mainstreaming. As such, the company has not provided any gender related training to any level of employees in the last 18 months.

7. Internal and external communication

The company does not have any strategy or policy in place to consider the use of inclusive language (non-stereotyped pictures, making both men and women visible, and non-sexist terminology for internal and external communications, brand positioning, and advertising). However, all employees have access to internal and external communications and information. During the normal operation of the company, employees are informed on the importance of gender equality and equal treatment between men and women. As of now, the company has not communicated its commitment to gender equality to external audiences.

8. Work life balance

According to the internal service rules, the company offers a variety of leave. Employees have a right to six days of unpaid time off per year, but those who are on probation are not eligible. Those on probation who avail sick or casual leave are not entitled to pay for the days they are away from work.

Employees are entitled to 18 days of annual leave per calendar year, but they must request it at least 14 days in advance of the start of their leave, unless it is an emergency. Additionally, employees are not permitted to take time off without the management's consent. Each year,

employees have a right to five working days of sick time, but temporary employees with less than six months with the company are not eligible. After accumulating sick time for five years, the management forfeits the time if it is not used.

Female employees are entitled to two months of paid maternity leave for three confinements during the course of their employment. A maximum of three weeks of paid leave will be granted in the event of a miscarriage upon presentation of a medical certificate. A full-time female employee who has worked with the company for 12 or more consecutive months under contract is also entitled to a minimum of two months of paid maternity leave. Such leave must be uninterrupted and compensated at her regular rate of pay from the most recent pay period. On presentation of a medical certificate duly signed by a licensed doctor in Bhutan, male employees will be entitled to 5 days of paternity leave. During the course of their employment, employees will be entitled to three confinements before taking paternity leave with pay.

There is no other alternative or incentives to encourage women to continue with their jobs after childbirth. In addition to the two months paid maternity leave, another month without pay is permitted, if required. There is also an option to combine casual leave and unpaid leave if required during childbirth. However, the company does not have paternity or maternity leave for cases of alternative care such as adoption, foster and kinship.

The company encourages work life balance and permits absences during working hours to deal with matters related to family, school, or other situations but not to the extent of reducing the weekly work hours. There are no support services like childcare facilities or financial subsidies for school going children.

In the past 18 months, among the five women eligible for maternity leave, only two women took alternative leave for breastfeeding in addition to the allocated maternity leave.

9. Prevention and treatment of sexual harassment and gender-based harassment

The company does not have a separate policy detailing prevention, sanction, and elimination of sexual harassment in the workplace. There are also no documented procedures for detecting and addressing sexual and workplace harassment, as well as a system to keep track of complaints and application of penalties. However, the company has an HR committee to deal with general HR related issues, which can include sexual harassment. The HR committee is also responsible for prevention, detection, and response to harassment cases along with general HR related issues. As of date, the company has not received any complaint on sexual harassment and discrimination.

The company does not provide annual trainings or awareness programmes on sexual harassment, discriminatory treatment, and other gender-related issues. The employees are also not informed on these issues and mechanisms and protocols, including how to access support.

10. Supply chains

The company-wide procurement/supply chain policies and procedures in relation to gender equality/disability inclusion were found to be absent. As such, there are no connections with women-owned businesses or businesses owned by PWD throughout the value chain or when providing supplier contracts. The company also does not have a supplier code of conduct that safeguards the rights of women and PWD.

11. Inclusion (LGBT+, PWDs)

The company does not have an inclusiveness and diversity strategy or policies in place. There is also no Employee Resource Group/Business Resource Group at the company.

Recruitment targets for promoting LGBT+ and PWDs equity at all levels and in all areas was also found to be lacking. Depending on the suitability of job positions for LGBT+ and PWDs, the company is willing to develop and implement a policy forbidding discrimination against LGBT+ and PWDs during recruitment and selection process.

12. Crisis Management and Employee Protection

The company does not have a cross-functional gender/PWD inclusive crisis management team or crisis management plan. There are also no other strategies in place such as suggestion box for employees or customers for institution of proper crisis communication routes, including confidential channels.

There are certain social security benefits such as pension, provident fund, insurance scheme and employment welfare funds. In some cases, medical expenses are also provided by the company. While the employees are given flexibility to work remotely in case of a crisis, there are no written policies at the moment.

The company has occupational health and safety policy integrated in the internal service rules which requires the company to establish standards on occupational health, safety and welfare of premises, instruments, appliances, tools and other hazardous conditions; ensure safety, health and welfare of employees from work related risk to health; improve working conditions that are hazardous to the health and safety of employees; ensure that employees are made aware of all known or reasonably foreseeable health and safety hazards to which they are likely to expose by virtue of their work, and provide and maintain protective equipment, devices and clothing as required in good condition. The policy also requires employees to carry out the work in accordance with established safe work procedures, use protective equipment, devices and clothing as required in the workplace, and ensure that his/her ability to work without risk to his/her own safety and health or to health of any other person not impaired by alcohol, drugs and other causes.

Based on the policy, safety procedures are being implemented in line with the requirements of the regulators. A penalty may be imposed if due procedures are not followed.

13. Overall Findings

Gender representation

- 1) The company has more women representation at the executive, senior management and support services, except in the operations and technical areas which has slightly more men. The composition of men is more in physically demanding occupations such as in technical, operations and production while more women are present in areas such as human resources, marketing, commercial and sales, administration, finance and purchasing.
- 2) The company does not have a mechanism to ensure equal representation of genders for promotion or recruitment process.

Policy and procedures

- 1) There is no clear policy on recruitment and retention of employees in the company since the internal service rule itself is under process.
- 2) There is a lack of awareness on gender sensitivity during recruitment and daily operations of the company. There is no prescribed rule on gender equality and representation in any of the company operations, including during recruitment and decision making.
- 3) There is no policy or procedures in place on equal pay for equal value of work, including a standard wage structure as per grade and position. Although annual increments are provided to employees based on seniority and promotions, there is no performance-based increment system.
- 4) The company lacks policies and procedures on promotion and eligibility criteria, addressing proper internal and external communications, including brand positioning and advertisement to address inclusive language, and preventing and addressing sexual harassment and discrimination.
- 5) The company also does not have a proper system to track complaints on sexual harassment and discrimination, including applicable penalties, along with inclusiveness and diversity strategy for inclusion of LGBT and PWDs.

Employee retention and incentives

- 1) The company does not have a performance-based evaluation system to be eligible for promotion.
- 2) There are no other retention strategies in place other than the two months paid maternity leave, five days paid paternity leave, and an additional month of unpaid leave for breastfeeding mothers.

Training and capacity development

- 1) The company does not have a clear training policy or any specific training objectives on gender equality across all levels. There is also no mechanism to ensure equal access to training for both men and women.
- 2) The company has not provided any gender related trainings to its employees. There are also no plans to train employees on gender-sensitive terminology for all types of communications and operations of the company.

Work-life balance

- 1) The company does not provide childcare services or breast-feeding rooms to encourage working mothers at the workplace to continue working.
- 2) Two months maternity leave is found to be inadequate and is also not in line with other companies, which provides three months of maternity and 10 days of paternity leave. The company also does not have adequate number of days leave like those of comparison to other companies.
- 3) There is also no system in place to address crisis communication channel involving all levels of employees for efficient crisis management and employee protection.

14. Overall recommendations

Following are some of the broader recommendations for the company.

Training and capacity building

- 1) There is a need to provide training on gender sensitive topics to the company management and mid-level officers to ensure appropriate techniques to be used during recruitment and selection process, along with ensuring equal representation of gender in the recruitment panels.

Policy interventions

- 1) Exit interviews should be conducted to learn why employees are leaving their jobs. Feedback loops should be established to derive retention strategies to create a more conducive working environment.
- 2) There is a need to institute proper performance evaluation systems applicable to all employees for promotion, increment and incentives payment.
- 3) Establish training policy with specific training requirements on gender equality and to allow equal opportunity on gender related trainings to all levels of employees. The training policy can include training nomination and training needs assessment based on gender.
- 4) There is a need to incorporate proper communication system into the internal service rule to address proper means of internal and external communication on gender equality. There is also

a need to train staff on professional communication on gender equality for both within and outside the company.

- 5) Establish a policy on sexual harassment, complaint management system on sexual harassment and discrimination including applicable penalties, and awareness amongst the staff.
- 6) The company can also institute a supplier code of conduct to include gender equity and PWD/LGBT sensitive provisions within the internal service rule.

Awareness creation

- 1) Develop gender awareness materials such as newsletters and audio-visual productions to promote gender equality, diversity and respect.

Strategies for work-life balance

- 1) The company could consider providing maternity and paternity leave in the case of child adoption, foster and kinship care, and also extend maternity leave to 3 months and paternity leave to 10 days at par with other companies.
- 2) The company could consider provisions for childcare services and lactation rooms for working mothers at the office premises, institutions and other work areas.
- 3) Institute a separate member committee to deal with sexual harassment and discrimination along with procedures to deal with such cases.

PART C: DRUK CHAPCHAB CONSTRUCTION PVT.LTD

1. Company Profile

The Druk Chapchab Construction is a large class construction company with a financial threshold of over Nu. 20.00 million, involving in all forms of construction works. The company makes an estimated annual revenue of Nu. 10 million. Presently, they are also engaged in the Build Bhutan Project instituted by the Ministry of Labour and Human Resources with the objective of substituting foreign workers and providing jobs for young people. Accordingly, the company has engaged 50 youths for the project.

2. General composition of staff

The company has 49 employees consisting of 16 regular staff (13 men and 3 women) and 33 temporary staff (21 men and 12 women). Among the regular staff, men constitute 81% and women 19%. Among the temporary staff, men constitute 64% and women 36%.

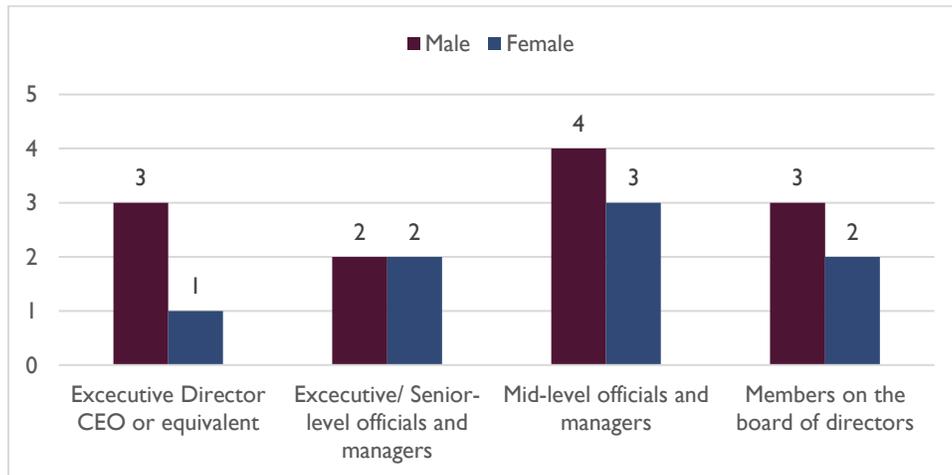


Fig 9: Employee composition in decision making level by sex

There is equal gender representation at the CEO and Board of Directors level with a male CEO and a female CEO functioning alternatively as CEO and two among the five members of the board of directors being women. However, men dominate other leadership positions (executives, senior officials, managers and mid-level officials) with men representing 73% as opposed to 27% women. Likewise, among mid-level officials and managers as well, 86% are men and 14% are women as shown in fig 10.

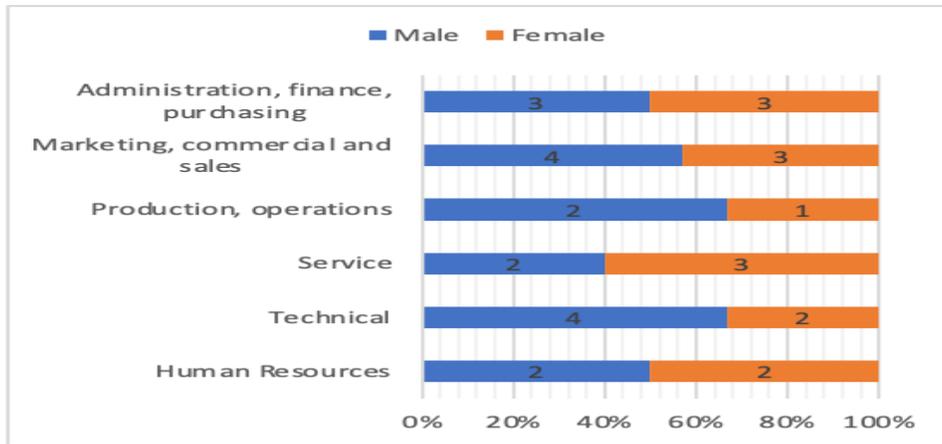


Fig 10: Employee composition by major occupation and sex

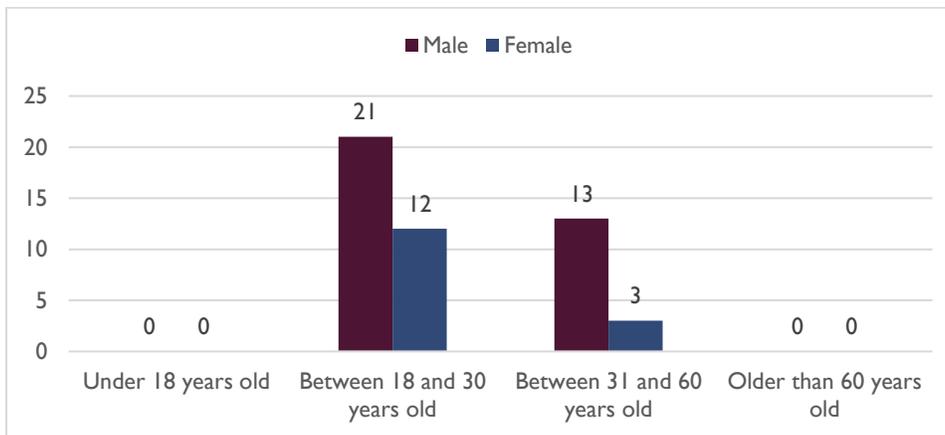


Fig 11: Employee composition by age and sex

All employees are between 18-60 years of age. There is a higher representation of men in all age groups. Between 18 and 30 years, men constitute 64% and women constitute 36%. Likewise, between 31 and 60 years men constitute 81% and women constitute 19%. However, this does not include those in executive positions.

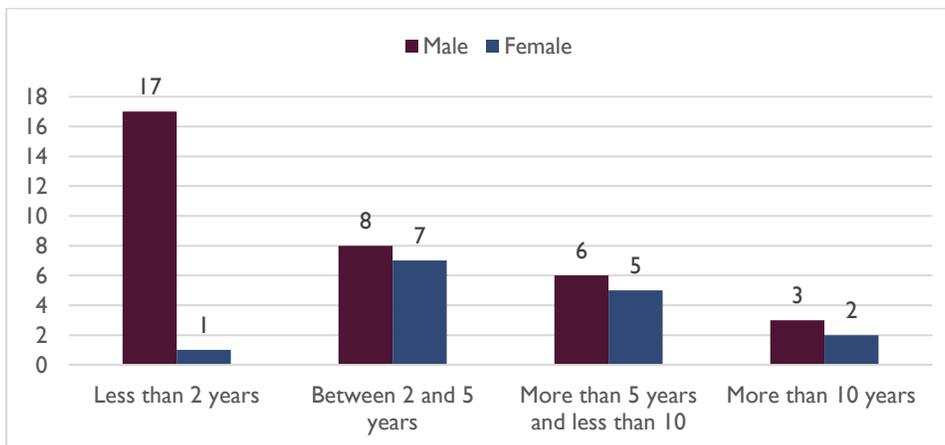


Fig 12: Employee composition by seniority and sex

Majority of the employees have less than 2 years of experience in the company, highly represented by men at 94% and women at 6%. However, men and women employees with experience between 2 to more than 10 years are almost equivalent with men slightly higher.

3. Recruitment and retention

Although the company provides equal opportunity for all and does not discriminate based on marital status, age, pregnancy (or the prospect of pregnancy), and ethnicity during the recruitment and selection process, there is no internal written policy on gender-equal recruitment and retention of employees. During the recruitment process, the company does not make any special preference for women. As such, the recruitment processes, including job advertisements, are gender neutral. The company also does not reserve any specific positions at the senior levels exclusively for women.

In the past 18 months, the company received 10 applications (four men and six women) for various field work positions, out of which two men were hired. No women were selected as they did not qualify in the final selection round. Nevertheless, the company engaged 30 women and 34 men as part of the BBP reaching the SDS threshold of 30-40% women representation of all new recruits in a given cycle. *(Details of vacant positions, application received and recruitment is given in table 6)*

Applicants received	Positions announced	Final selection
2 men and 2 women	Site supervisor (2)	2 men
1 man and 2 women	Project engineer (1)	
1 man and 2 women	Accountant (1)	

Table 6: Employee recruitment

During the same period, one woman and one man resigned from the company due to personal choice and other job opportunities. The company does not have any retention policies nor have implemented any retention programmes or activities at the moment. Development of the internal service rule is also currently under process.

With regards to facilities, there are separate toilets for men and women both in the company offices and work sites.

4. Equal pay and wages

The company does not have any policy or procedures to address equal pay and wages to its employees. Despite the absence of such policies, the company claims that there is no differentiation between men and women in terms of salary and compensation. The salary scale

depends on the level of position and years of experience in the specific jobs. However, the assessment revealed that there are some incidences where the wage differences between men and women range from Nu.5000 to Nu.15,000, where men are paid higher than women.

The assessment could not ascertain the methods for calculating incentives/benefits due to lack of written internal policy. Nonetheless, the company communicates the compensation or benefits of the company verbally to the employees during their appointment and annual increments.

Positions	Average pay in Nu.
Executive Director/CEO or equivalent	60,000
Executive/ Senior-level officials and managers	45,000
Mid-level officials and managers	40,000
Technical positions	45,000
Administrative positions	38,000
Support positions	15,000
Operational positions	10,500
Wage employees	8,500

Table 7: Employee average salary

5. Promotions

The company does not have written procedures and systems, including criteria/forms for employee performance assessment, for promotion. The company provides equal opportunity for men and women for promotions depending on seniority and availability of relevant vacant positions, although there is no mechanism to ensure that men and women are represented equally for promotions. The company claimed that at times there are more men than women in a particular promotion cycle based on their date of joining the service and seniority in the company. There are also no measures to ensure that both men and women have access to promotions and professional development opportunities.

In the past 18 months, out of five men and four women who were eligible for promotion, only three men and two women were promoted (4 to supervisor and 1 to leadership role). The promotions were executed based on the clear track record of the employee.

6. Trainings

The company lacks training plans or objectives, including the conduct of a training needs assessment. Training programmes are conducted in an ad hoc manner based on the availability of external sponsorship or government support. However, there is no mechanism to ensure that men and women have equal access to such training opportunities. All types of training nominations are

approved by the management. Apart from these, monthly in-house training sessions managed by the team at the site office are also conducted for the lower-level staff, mainly at the operator level. They are trained on team building, financial discipline, and safe working environment, including sexual harassment at the workplace.

The company has no specific plans or targets on gender related training, and it has not organized such trainings so far.

7. Internal and external communication

The company does not have any policy or procedures for internal and external communications, brand positioning, and advertising to consider the use of inclusive language (non-stereotyped pictures, making both men and women visible, and non-sexist terminology). As such, there is no written communication policy or guidelines that consider inclusive language or other gender sensitive communication terminologies in everyday operations.

Although all employees have access to internal and external communications and information, it has to first route through the head of the organisation. During the normal operation of the company, staff are informed about gender equality and equal treatment between men and women. Yet, as of now, the company does not have a gender equality target or communicated its commitment to its employees or the external audiences.

8. Work life balance

The company does not have a written policy on work life balance at the moment. However, it provides paid maternity leave of two months along with a combination of other leave for another month. The other types of leave are casual leave of 10 days, unpaid leave of one month and paid paternity leave of three days. Regular staff are also entitled to earned leave of 18 days in a year. All types of leave are flexible at the moment based on the needs of the employees. However, there is no paternity or maternity leave for cases of alternative care (adoption, foster and kinship).

The company encourages work life balance along with a possibility of requesting permission for absences during working hours to deal with matters related to family, school or other situations but not to the extent of reducing the week work hours or part-time work hours. There are also no support services like childcare facilities or financial subsidies for dependents.

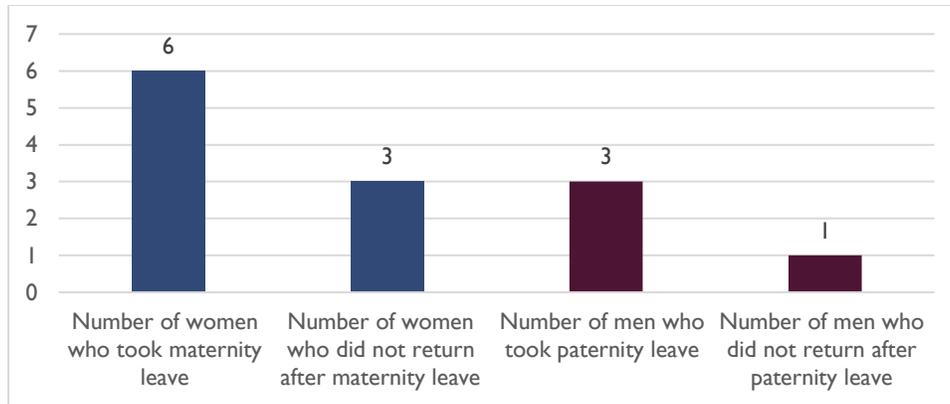


Fig 13: Returning after leave

During the assessment period, there were no breast-feeding mothers given the temporary nature of work at the project sites. In the past 18 months, three men have taken paternity leave and 6 women have taken maternity leave. Additionally, 4 men and 5 women have availed other leaves to take care of their dependents. Among those who took maternity and paternity leave, three women and one man did not return to work.

9. Prevention and treatment of sexual harassment and gender-based harassment

Majority of the company's workforce are aware of acts that may be considered as harassment in the workplace, except for those in the field and daily wage earners. Annual trainings on gender and sexual harassment for those involved in prevention, detection, and response to harassment cases are also not available.

The company does not have a separate policy detailing prevention, sanction, and elimination of sexual harassment in the workplace. There are also no documented procedures for detecting and addressing sexual and workplace harassment, as well as a system to keep track of complaints and application of penalties. However, the company has an HR committee to deal with general HR related issues, which can include sexual harassment. In the last 18 months, the company has not received any complaint on sexual harassment and discrimination.

The company does not provide annual trainings or awareness programmes on sexual harassment, discriminatory treatment, and other gender-related issues. The employees are also not informed on these issues and mechanisms and protocols, including how to access support.

10. Supply chains

The company-wide procurement/supply chain policies and procedures in relation to gender equality/disability inclusion were found to be absent. As such, there are no connections with women-owned businesses or businesses owned by PWDs throughout the value chain or when

providing supplier contracts. The company also does not have a supplier code of conduct that safeguards the rights of women and PWDs.

11. Inclusion (LGBT+, PWDs)

There is no inclusiveness and diversity strategy in place at the company, nor is there an Employee Resource Group/Business Resource Group. In addition, there is no effective business diversity and inclusion policy that defines precise intended results and establishes a mechanism for judging whether those outcomes have been accomplished. Senior management's KPI does not include an inclusivity goal to drive inclusive behavior.

The company also does not have recruitment targets for promoting LGBT+ and PWDs equity at all levels and in all areas. Depending on the nature of the work, the assessment revealed that the company is willing to develop and implement a policy forbidding discrimination against LGBT+ and PWDs during recruitment and selection.

12. Crisis Management and Employee Protection

There is no cross-functional gender and PWDs inclusive crisis management team or crisis management plan for the company. Hence, there are no crisis communication routes, including confidential channels, although they do have social security support and benefits such as pension, insurance and welfare fund, and medical benefits.

The company practices a remote working modality, when required, only for employees working in the office as this is not feasible for those working in the field due to the nature of the work.

While there are no specific policies or rules for employee protection during emergencies or crisis, the company assured full payment to all its employees, and none were laid off during the COVID-19 pandemic. Likewise, the company also provided pension for retirement of regular employees despite lack of a written policy.

The company also adheres to the occupational, health and safety standards of the MoLHR, particularly at the project sites.

13. Overall Findings

Gender representation

- 1) At all levels, there are more men than women which may be due to the nature of work since it involves physically demanding construction works.

- 2) There is a significantly high men representation among the temporary staff, which is due to physical nature of work in the field which prefers men.
- 3) Despite the absence of a gender sensitive policy, women make up 30% of the overall employee. However, majority of this representation is in the Build Bhutan Project, which involves youth in the construction sector.

Policy and procedures

- 1) There are no written recruitment procedures and criteria for selection of applicants for specific jobs in the company.
- 2) There is annual pay increment as per the job specific positions, but there is no written policy for either payment mechanism or calculation of incentives.
- 3) There are no promotion policy and procedures in place, including gender balance in promotions. Promotion assessments to assess the performance of employees to be considered for the promotion is also absent.
- 4) Training policy, nomination procedures and training needs assessment procedures are not in place.
- 5) There is no written policy and procedures on work life balance for the company.
- 6) There is no policy on gender or sexual harassment, including a system to keep track of complaints related to sexual harassment and discrimination, and applicable penalties.
- 7) A supplier code of conduct including gender equity and PWDs sensitive provisions is absent. The current practice of procuring is based on feasible financial quotations and technical specifications from any supplier.
- 8) Strategy for inclusiveness and diversity for LGBT or PWDs as company staff is absent.
- 9) The company does not have cross-functional gender inclusive/PWDs crisis management team or crisis management plan.
- 10) Measures to promote diversity and inclusion in the workplace in the short term and long term as part of the response and recovery approach are also absent.

Salary and compensation

- 1) Men get a slightly higher salary than women, which could be attributed to the physically demanding nature of this company.

Training and capacity building

- 1) There are no specific programmes to address unconscious bias for managers or head of units who are involved in the promotion process to select the best of the employees for promotion.
- 2) There are no trainings are conducted related to gender equity or gender sensitive information at all levels.
- 3) There are no annual training plans and programmes on sexual harassment and gender discrimination.

- 4) There are no awareness trainings to employees on LGBT issues, discrimination against LGBT people and LGBT policies.

Work-life balance

- 1) The company currently provides only two months of paid maternity leave and three days paid paternity leave, which is comparatively less than other similar companies.
- 2) The company does not have provisions for childcare services, such as lactating rooms.
- 3) There are no separate toilets for men and women in the field offices.
- 4) No separate member committee is in place to deal with sexual harassment and discrimination in the company.

14. Overall recommendations

Based on the above findings, following are some of the overall recommendations for the company.

Institution of policies, rules and regulations

- 1) Develop proper policies, procedures and regulations on recruitment, appointment, promotions, pay or remuneration, sexual harassment, internal and external communications, and other gender related aspects for the company.
- 2) Institute a training policy for nomination from both genders to provide equal opportunity for professional development. It will include training procedures and training needs assessment.
- 3) Develop a policy on sexual harassment and discrimination along with detailed procedures and complaint management system. The policy should also institute a committee to deal with sexual harassment and gender discrimination cases.
- 4) The company shall also consider including a supplier code of conduct with gender equity and PWDs/LGBT sensitive provisions. Awareness about such provisions to employees as well as contracting vendors must be provided.

Provision of trainings

- 1) Provide training on gender sensitive topics to the company management and mid-level officers to ensure that appropriate techniques are used during recruitment and selection process to ensure gender balance. There is also a need for equal gender representation within the recruitment panels for unbiased decisions during the recruitment process.
- 2) Conduct formal leadership training programmes to foster women's access to promotion and to ensure equal participation from men and women in career development programmes.
- 3) Establish proper systems to address internal and external communication on gender equality along with professional communication trainings to be conducted within the company as well as with external stakeholders.
- 4) Include training on sexual harassment and gender discrimination in the annual training plans and programmes, which can be conducted through short courses, workshops or discussion forums through invitation of experts.

Retention strategies

- 1) Exit interviews should be conducted to learn why employees are leaving their jobs. Appropriate feedback loops should be established to convey the results to the management to derive retention strategies and to create conducive working environment.
- 2) Institute a performance management system to determine promotion eligibility for both genders, and to ensure pay increments based on performance.
- 3) Conduct training programmes related to unconscious bias for managers or head of units who are involved in the promotion process as well as to employees who are involved in the performance evaluation process.

Creating conducive working environment

- 1) The management should increase maternity leave to three months and paternity leave to 10 working days to be at par with other similar companies. The company could also consider introducing maternity and paternity leave in the case of child adoption, foster and kinship care.
- 2) The company should have separate toilets for women and men, even in the field offices to ensure safety and comfort of all employees. Separate lactation rooms should be explored for breastfeeding mothers.
- 3) Establish a two-way communication and confidential channel for employees and support employees in areas such as mental health, caring for family, and other practical day to day related issues.

PART D: NORBU HEALING AND THERAPEUTIC CENTER

1. Company Profile

Norbu Healing Arts Centre (NHAC) was established in May 2015 to cater to the therapeutic value of hands-on healing. The centre provides high quality therapeutic massage by well trained professionals and various types of hair and beauty therapy. The focus of the company is to deliver physical wellness services through therapeutic massage treatment. It also aims to provide opportunities for youth entrepreneurs and PWD who aspire to pursue training on hair, beauty and therapeutic massage.

Associated with the Center is the Norbu International Wellness Institute (NIWI), the first Massage Therapy Training Institute registered under Technical & Vocational Education Training (TVET), Ministry of Labour & Human Resources (MoLHR).

As of date, the Institute has endorsed Quality Management System (QMS) & accredited NC2 Hair & Beauty Therapy and NC2 Massage Therapy apart from Spa, Massage, and other therapist courses by the Department of Occupational Standards, MoLHR. Courses offered include four to six months certificate programmes in Hair and Beauty, Spa, Massage, and other therapies. The Institute also provides training and employment to PWDs, particularly persons with blindness, with support from Disabled Persons Organization of Bhutan (DPOB). So far, more than 32 PWDs have been trained and employed by the centre.

The company makes an estimated annual revenue of 10.0 million.

2. General composition of staff

The company (including the training institute and healing centre) has a total of 33 regular staff (14 men and 19 women). Women constitute 58 % of the total employee strength as compared to 42% men.



Fig 14: Employee composition in decision making level by sex

The company is managed by a CEO with 2 management advisors along with a training director at the executive level. There are mid-level officers and managers for different divisions under the center as well as the institute who oversees the functioning of the centre and institute. The decision-making positions is comprised of 46% women and 54% men as shown in figure 14.

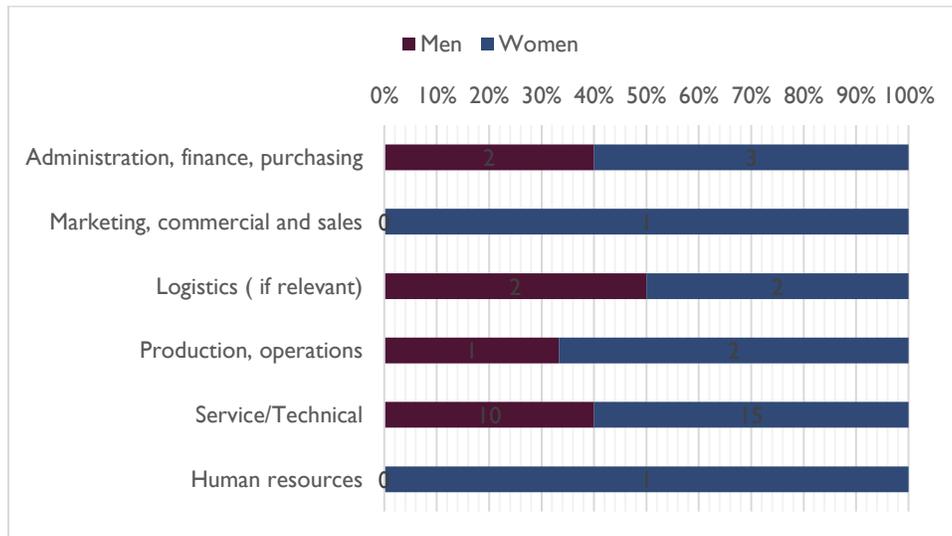


Fig 15: Employee composition by major occupation and sex

There are slightly more women in administration, finance and purchasing, production and operation, and technical/service. In the case of human resource, marketing or commercial department, there is only single woman. Overall, there are more women employees in the company. The KII with the company revealed that there is a perception among the company members that generally more female employees must be recruited in companies engaged in hair, beauty and therapeutic services.

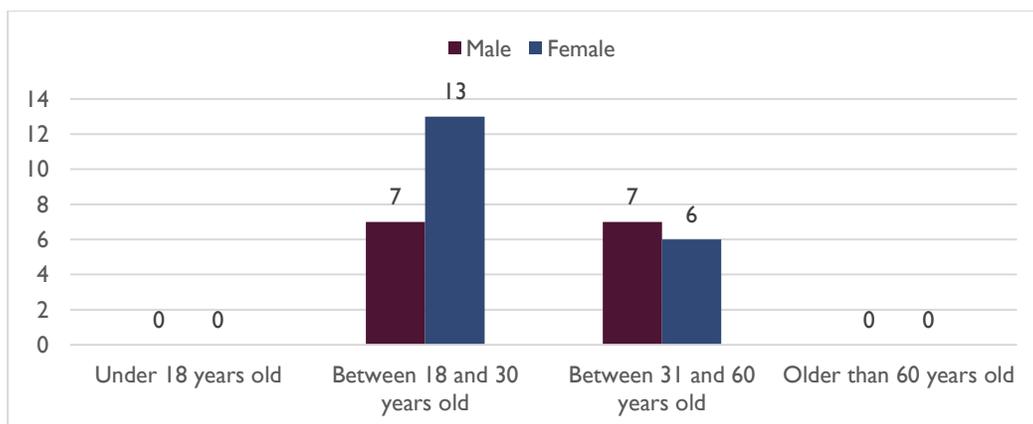


Fig 16: Employee composition by age and sex

All employees are between 18 to 60 years of age. While there is higher representation of women between 18 to 30 years (65% women and 35% men), there are more men between 31 to 60 years (54% men and 46% women).

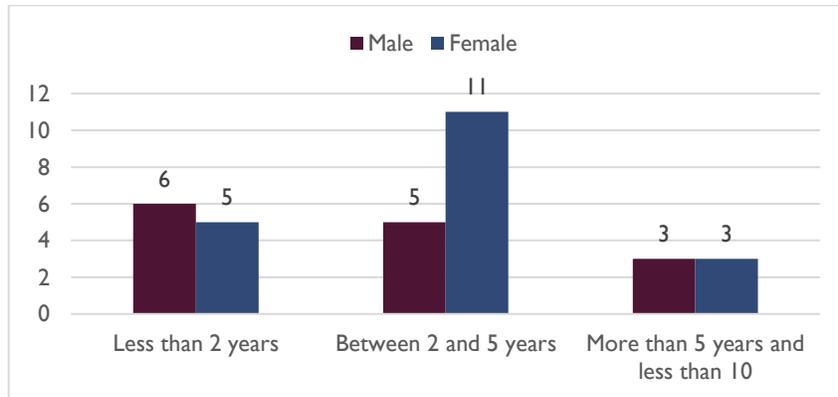


Fig 17: Employee composition by seniority and sex

There are slightly more men (55% men and 45% women) with less than two years of experience at the company. However, there is more representation of women (31% men and 69% women) with two-five years of service. There is equal representation of men and women among those with five-ten years of experience.

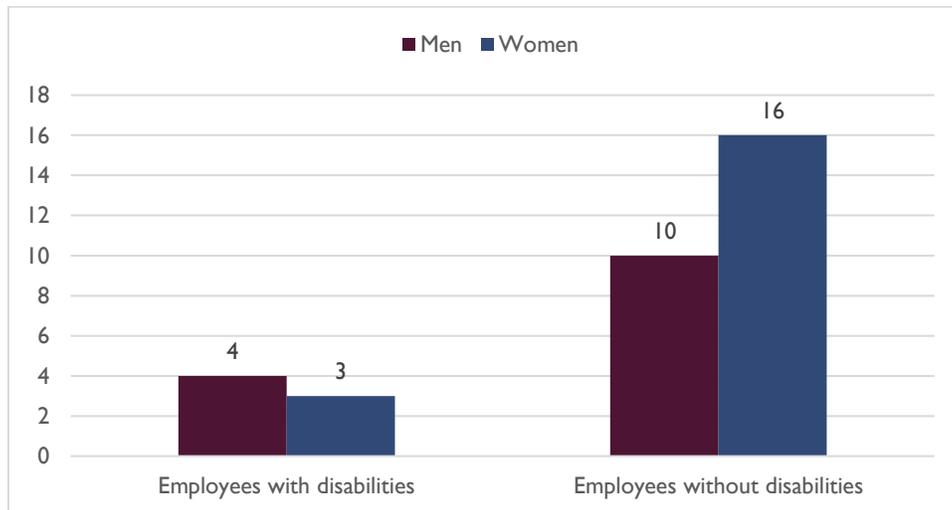


Fig 18: Employee composition with and without disability

Although the company does not have any transgender men or women, 21% of its staff are PWDs. One woman is completely blind and uneducated, while four men and two women are partially blind. They have not been recruited through open competition but recruited as part of the company’s initiative to be inclusive. This provides moral support and encouragement to PWDs as many of them are those not selected by other institutions. In terms of managing these employees who are PWDs, grooming is difficult due to lack of appropriate facilities and trainers. During the

initial stages of appointment, they require assistance and support from the other staff, but over time they are able to manage on their own.

3. Recruitment and retention

Chapter 2 of the Internal Service Rule on recruitment and appointment states that the Norbu Healing Arts Centre and International Sorig Healing Institute shall only offer employment to Bhutanese citizens. Additionally, it lays out the recruitment processes, including how vacancies are to be announced in the media along with the job requirements and selection standards, and how interviews are to be conducted based on those standards whenever appropriate. Candidates must submit a written application and all necessary supporting documents in order to be considered for a position. In cases where there are no Bhutanese nationals with the necessary qualifications, the Institute may hire foreign nationals in accordance with the 2007 Labour and Employment Act.

As per the service rules, the management of the Norbu Healing Arts Center and International Sorig Healing Institute full authority for the recruitment, selection, and appointment of any individual of any category. Candidates may not be appointed if they have a criminal record, are mentally ill, were dismissed from a previous job for misconduct, insubordination, embezzlement, etc. The management has the option to regularize or terminate the employment contract after the probationary period has been successfully completed. Upon regularization of employment, the employee must sign a contract outlining the terms and conditions of employment (3-5 years). The appointment must follow the MoLHR's Department of Employment and Human Resources' Recruitment and Selection Regulation.

The Rules also requires the applicants to be Bhutanese citizens, possess the necessary skills for the position they are applying for, and be at least 18 years old on the date of appointment. Candidates who are employed by another company/agency during the time of application should request an NOC from that company/agency. A probationary period of six months is required for employees to be considered for regularization of their services. During this time, either party may terminate the agreement by giving the other party seven days' notice or payment in lieu of notice.

Although the company does not have specific recruitment targets for women, they constitute 58% of the overall employee strength. The company also does not implement affirmative actions, including specific gender preference for any positions, inclusive language targeting a specific gender during advertisement of job vacancies, and reservation of particular positions for women at the decision-making level.

The company also has an internal policy prohibiting discrimination based on marital status, age, pregnancy (or the prospect of pregnancy), and ethnicity during the recruitment and selection process which the HR committee (and/or recruitment committee) should adhere to. All employee

selection is done through a formal selection process except for the PWDs where special consideration is made.

In the past 18 months, the company received 19 applications from men and 12 applications from women against six vacancies for three positions. Four men and two women were recruited for these positions. *(Details of vacant positions, application received and recruitment is given in table 8)*

At the same time, two men and one woman left the company, while two men and one woman were terminated in keeping with the company’s regulations. Although there is no formal requirement to conduct exit interviews, the company does carry out such interviews to derive retention strategies through the formation of committees. The findings from KII revealed that frequent screening of the employees are carried out to maintain service standards of the company. Those who fail to meet the criteria or with adverse records are managed out.

Applicants received	Positions announced	Final selection
7 men and 6 women	Marketing executive (4)	2 men and 2 women
8 men and 3 women	Finance Officer (1)	1 man
4 men and 3 women	Marketing Officer (1)	1 man

Table 8: Employee recruitment

4. Equal pay and wages

The monthly salary must be paid by the end of the month or no later than the fifth day of the following month, according to Chapter 3 of the Internal Service Rule on payments and benefits. Each employee's salary must be detailed in the contract agreement that the employer and employee sign. The management is entitled to periodically revise the pay scale for the various levels. Salary must be paid in cash, by check, or by direct deposit into the employee's account. If an employee receives an advance payment, the employer may withhold up to 50% of their salary. Once a year of service has passed, an employee will be eligible for an annual pay raise.

The Institute must pay an employee who works overtime at least as much as they would normally be paid. The employer must pay an additional 50% of the regular rate of pay for the number of overtime hours worked if an employee below the supervisory level is required to work beyond his or her regular day shift between the hours of 10 pm and 8 am the following morning.

The rules on compensation or benefits are communicated to employees through a written letter. While there are no specific provisions encouraging equal pay and benefits for equal value of work or prohibiting discrimination based on sex and gender, the KII revealed that there is no differentiation between men and women in terms of salary and compensation. Female employees

in the technical positions currently are paid more than men because of their specific skills and experience in the particular field. The salary ranges from Nu. 10,000 to Nu. 30,000 for various positions. As of date, the company has not engaged wage employees.

Positions	Average pay in Nu.
Executive Director/CEO or equivalent	30,000
Executive/ Senior-level officials and managers	29,000
Mid-level officials and managers	19,000
Technical positions	17,000
Administrative positions	17,000
Support positions	10,000
Operational positions	10,000

Table 9: Employee average salary

5. Promotions

Promotions are given in accordance with the Internal Service Rules with the goal of rewarding and motivating capable and qualified employees and promoting fair and equal career advancement opportunities. According to the chapter 5 on promotion, an employee will only be given consideration for promotion if they have demonstrated merit and good performance. The management is required to regularly solicit feedback from all employees in order to assess employee performance as well as the effectiveness of the overall management and operational structure. No employee may assert a right to promotion or an automatic entitlement.

An employee's probation period is not considered active service for promotion purposes. Extraordinary leave and training periods longer than 24 months are not to be counted as active service for promotions. A worker must have a spotless work history free of any negative written reports of disciplinary action, misdemeanor, financial irregularity, etc. Promotions will only be given at the sole discretion of the company owner after considering each applicant's merits and Institute requirements.

The company conducts objective and fair assessment of employee performance as per the indicative number of years required for each position annually. Performance evaluations of employees for promotion are carried out in line with the promotion rules and regulations. There is equal opportunity for promotion for all who meet the eligibility criteria. However, the company does not have internal policies, rules or mechanisms including promotion committees to ensure that both men and women are equally represented among candidates being considered for promotions. The company also does not have concrete objectives for promotions and horizontal mobility that aim for gender equality at all levels and across departments.

The company has career paths through promotions at higher positions along with professional development opportunities although it seems to be gender neutral. However, for the PWDs, there is lesser opportunity since the company do not have user friendly infrastructure and systems in place to deal with PWDs. Even during the course of their appointment, the company is facing difficulty to train them without the professionals to deal with such people.

In the past 18 months, the company nominated and considered one man and five women for promotion based on performance, seniority and vacant positions. They were promoted as operation manager and technical heads of services.

6. Trainings

The Internal Service Rule states that in-house training shall be provided wherever necessary to enhance the skills and knowledge of employees. The company also has a training plan developed based on needs identified by the staff, which are mainly conducted in-house through on-the-job training. The company makes an effort to take employee feedback and client reviews to identify specific training that may be required. The company also provides equal opportunity to training for all employees but there is no mechanism in place to ensure that all male and female employees have equal access to and benefit equally from these training. All trainings are approved by unit heads and the management based on relevancy of the training to specific units.

In the last 18 months, the company has not provided any gender related annual training for its employees. The company only trained four employees (2 men and 2 women) on training assessment.

7. Internal and external communication

In terms of internal and external communications, brand positioning, and advertising, the company considers the use of inclusive language (non-stereotyped pictures, making both men and women visible, and non-sexist terminology). However, there is no written communication policy or guidelines that ensure inclusive language or other gender sensitive communication terminologies into everyday operations. All employees have access to internal and external communications and information that is first routed through the head of the organisation or units. The company has an internal gender equality policy, which outlines its committee to address gender-based discrimination and promote equality in its day-to-day functioning. All employees are made aware of this policy, but the company is yet to communicate its commitment to gender equality to external audiences.

8. Work life balance

Chapter 4 of the Internal Service Rules on leave and medical facilities states that employees are entitled to certain types of leave. An employee who has worked for more than six months with the company is entitled to five days of unpaid time off per year as casual leave. At the end of each calendar year, unused casual leave will be added to an employee's earned leave if it was not used during the year. People who are in their probationary period are not eligible for casual leave, and if they take time off other than sick leave, they are not paid for the days they are away from work. The amount of leave granted will depend on service requirements, and the authority lies with the management to grant leave along with the discretion power to refuse the leave or revoke the leave already granted.

An employee is granted 18 days of annual leave per calendar year under the annual/earned leave policy. Employees must request annual leave at least one day prior to the start of the leave period. If an employee is required to forgo their annual earned leave with their consent, they are still entitled to their one-month basic salary (if they have 30 or more days of unused leave remaining) and their accrued earned leave up to a maximum of 90 days. Every employee is entitled to five days of paid sick time each calendar year, including temporary workers hired for less than six months. Sick leave is cumulative for five years, after which the management will forfeit the leave if it is not used.

An employee may encash his/her earned leave to an extent of 30 days at one time in a calendar, provided he/she has 30 days of earned leave (as balance) at credit as on 31st December of every completed year. He/she shall be paid one month's salary in lieu of 30 days, which will be debited to his/her leave account. An employee leaving service shall be entitled to encash annual leave for any number of days at his/her credit once a year.

On presentation of a medical certificate duly signed by a recognized medical doctor in Bhutan, a female employee shall be entitled to two months of paid maternity leave in addition to other leave mentioned above. During the course of her employment, a female full-time employee who has been with the company for more than 12 months continuously is entitled to two confinements for receiving paid maternity leave. This leave must be taken without interruption and be compensated at the employee's normal rate of pay from her most recent pay period. When a miscarriage occurs, a maximum of four weeks of leave shall be granted on presentation of a medical certificate duly signed by a recognized medical doctor in Bhutan. In addition to other leave, male employees are entitled to five working days of paid paternity leave upon presentation of a medical certificate duly signed by a Bhutanese doctor of repute. During the course of their employment, employees are entitled to three confinements with pay during paternity leaves. The company does not provide paternity or maternity leave for cases of alternative care (adoption, foster and kinship).

Upon presentation of a medical certificate from a recognized doctor in Bhutan, an employee is entitled to a genuine medical leave with pay for a maximum of three months. Further, a 21-day bereavement leave must be given to an employee each time there is a death in the immediate family.

In the past 18 months, seven women availed maternity leave out of which three also availed unpaid leave in addition to the maternity leave. All have returned to work after the leave although there are no provisions to encourage them to return to work.

To allow the employee to pursue long-term training, study leave is granted. Only relevant courses offered by a reputable university or institute are eligible for study leave. During the study leave, the employee is not paid, and the time is not considered active service. The management is not permitted to defend the position of the worker who is on study leave. He or she will be reinstated, provided there is a vacancy.

The company encourages work life balance along with a possibility of requesting permission for absences during working hours to deal with matters related to family, school or other situations, but not to the extent of reducing the week work hours. There are also no support services from the company like childcare support services or financial subsidies for school going children.

All employees are eligible for flexible arrival and departure hours from office, negotiated work schedule, reduction in working hours for personal reasons and availing unpaid leave. There is no shift system at the moment but there are plans to introduce medical care for elderly in the future which may require the institution of shift systems to ensure 24X7 days care.

Although, majority of the employees are women, there are no childcare centers or feeding rooms services to facilitate working mothers during working hours.

9. Prevention and treatment of sexual harassment and gender-based harassment

Chapter 7 of the Internal Service Rule on sexual harassment and occupational health and safety sets forth the company's commitment to establishing and upholding a work environment free from all forms of harassment, exploitation, or intimidation. According to the rules, the company must strongly oppose sexual harassment, and such conduct is forbidden. If it is determined that sexual harassment has occurred, the Institute and its employees will be held accountable for their behavior and will face appropriate disciplinary action as well as personal liability.

In accordance with the Labor and Employment Act of 2007 (Sections 16–19) and its Regulation on Sexual Harassment, the Internal Service Rules also specifies what behaviors are considered sexual harassment. An act could be any conduct that, if unwanted, may be considered sexual

harassment depending on the totality of the circumstances, including the seriousness of the behavior and its pervasiveness. Examples include unwanted physical contact such as patting, pinching, or persistent brushing against a person's body, lewd remarks, whistles, or personal references to one's anatomy, pressure for sexual favors (whether covert or overt) persistent and degrading sexual remarks and jokes, requests for dates that are persistent and unwanted, as well as offensively sexual emails.

The company's rules and internal policies acknowledge the long dulling consequences of sexual harassment on an employee, which will include decline in performance, disruption in his or her work or in relationships with family, friends, colleagues, or employer as well as the company, including creating an atmosphere of fear and loss of company's reputation. As such, the company takes all complaints on sexual harassment seriously, and is dealt with as per the internal rules. The penalty for perpetrators includes disciplinary action, up to and including termination. The company also holds the supervisors accountable for unhealthy behaviours, in line with the LEA 2007.

The internal service rules also have specific provisions to protect survivors - from retaliation against an individual filing a complaint of sexual harassment to cooperating in an investigation of a complaint of sexual harassment. Any person who retaliates against these is subjected to disciplinary procedures up to and including termination by the management.

The Management recognizes that individuals filing a complaint of sexual harassment may wish to remain anonymous. While the company focuses on maintaining confidentiality of such incidents and protecting the privacy of survivors and complainants, there are certain incidents where confidentiality is not maintained.

It also establishes guidelines for filing complaints of sexual harassment, including that the victim must do so in writing, name the alleged harasser, describe the incident in detail, include the names of any witnesses, and be signed by the complainant before bringing it to the person responsible for handling such complaints. Within two days of receiving the victim's written complaint, the designated officer must acknowledge receipt of it and launch an investigation within five days. Within 10 days of the investigation, the victim must be informed of the investigation's findings. The victim may file a complaint with the Chief Labour Administrator at the Ministry of Labour and Human Resources, if the victim is dissatisfied with the resolution of the internal complaint procedure.

Despite these written procedures in place, there is no record of complaints of sexual harassment and gender-based discrimination till date. The company also does not have a system/standardized mechanism of sexual harassment and gender-based discrimination related information collection, record and management including application of application of penalty for the perpetrators. It was found that within the existing rules and systems, the management conducts assessment of the

incident upon receiving a complaint from its employee and forwards it to MoLHR for further action.

Majority of the employees are aware of acts that may be considered as sexual harassment at workplace, except those at the operational level. The company does not have a separate committee for establishing measures to prevent, detect and act on harassment cases but there is an HR committee to deal with HR related issues. Yet, the HR committee members and others responsible for prevention and responding to sexual harassment have not received training on gender and sexual harassment. However, there is regular briefing on sexual harassment for both employees and clients.

9. Supply chains

The company-wide procurement/supply chain policies and procedures in relation to gender equality/disability inclusion was found to be absent. As such, there are no connections with women-owned businesses or businesses owned by PWD throughout the value chain or when providing supplier contracts. The company also does not have a supplier code of conduct that safeguards the rights of women and PWD.

10. Inclusion (LGBT, PWDs)

There is no inclusiveness and diversity strategy or an Employee Resource Group/Business Resource Group in place. There is no effective business diversity and inclusion policy that defines precise intended results and establishes a mechanism for judging whether those outcomes have been accomplished. Senior management's KPI does not include an inclusivity goal to drive inclusive behaviour. The company also does not have recruitment targets for promoting LGBT+ and PWDs equity at all levels and in all areas. However, the company endeavours to provide equal employment opportunities for PWDs. As such, 23% of its employees are PWDs. Among them, one woman is completely blind and uneducated, and four men and two women are partially blind. They are recruited directly by the company without having to go through the formal recruitment process. The company also provides on-the-job training for them after recruitment. The KII revealed that building their capacities on the job is difficult due to lack of PWD-friendly facilities and trainers. Nevertheless, they learn to perform their jobs on their own with time and experience. The company is open to develop and implement policy forbidding discrimination against LGBT+ and PWDs during recruitment and selection in the future.

11. Crisis Management and Employee Protection

There is no cross-functional gender inclusive/PWDs crisis management team or crisis management plan in place at the company. Employees have no crisis communication routes, including confidential channels, although they do have social security support and benefits (welfare fund, medical benefit, etc.). There are procedures in place such as inter unit transfer to promote remote working for all employees as well as necessary measures to give employees the flexibility they need during times of crisis. Then in terms of benefits for retirement, there is only a provident fund being maintained with the Royal Insurance Corporation of Bhutan (RICB) at the moment and the company is thinking of strengthening the system in future.

12. Overall Findings

Gender representation

- 1) There is almost balanced representation of gender at the executive and leadership positions and slightly more women in the technical, human resource, marketing and commercial departments due to the nature of work where women were found to have higher preference than men.

Persons with disabilities

- 1) The company has a high representation of employing PWDs (23% of its total employee strength). They are recruited directly without having to undergo a selection process in the company's initiative to be inclusive.
- 2) The company is not in a position to provide equal career advancement opportunities to PWDs due to lack of user-friendly infrastructure and facilities in the company.

Training and Development

- 1) The company has a training plan developed based on the needs identified by the staff and in-house training and on-the-job training are provided accordingly. However, the management and staff are not trained on gender sensitive topics to ensure appropriate techniques to be used during recruitment and daily operation of the company. The gender related trainings are also not included in the annual work plans and there are no training procedures to ensure equal representation of gender in the training nomination.
- 2) No mechanism is in place to ensure that all male and female employees have equal access to and benefit equally from these trainings.

Policies and procedures

- 1) There is no separate criteria or policy for recruitment of PWDs in the company.
- 2) Procedures and systems are in place for promotions including performance-based assessment but there is no separate committee for promotions
- 3) No written communication policy or guidelines that takes into account inclusive language or other gender sensitive communication terminologies into everyday operations.

- 4) The company do not have comprehensive procedures to track complaints against detecting prevention, sanction, and elimination of sexual harassment in the workplaces.
- 5) The company do not have a supplier code of conduct with gender equity and PWD/LGBT sensitive provisions for inclusiveness and diversity.

Retention strategies

- 1) There are no written rules on exit interviews but were found to be conducted informally at times.
- 2) There is no discrimination on pay and benefits as per the existing rules on standard wage structure and progressive annual increment against the grade and position. However, in some cases, women are paid slightly more than man based on the specific skills possessed by women for specific positions such as in jobs related to hair and beauty.

Work-life balance

- 1) The company does not provide paid paternity or maternity leave for cases of alternative care (adoption, foster and kinship), although maternity leave of two months and paternity leave of 5 working days are provided in normal cases.
- 2) The company does not have any protection system in place during emergencies except the pension benefits maintained with the RICB.
- 3) There is also no childcare services or lactation rooms for working mothers.

13. Overall recommendations

Based on the above analysis, following are some of the overall recommendations for the company.

Retention strategies

- 1) It is necessary to conduct life balance assessment of women working in the company and accordingly come up with strategies to retain experienced workers.
- 2) As one of the only companies providing jobs for PWDs, the company should continue to provide such employment opportunities by creating a more conducive working environment through collaboration with other agencies. A policy for non-discrimination against LGBT and PWDs during recruitment and selection should be developed.
- 3) Carry out compulsory exit interviews to develop appropriate retention strategies to improve wok life balance as well as other working environment improvements for the company.

Training and development

- 1) Provide training on gender sensitive topics to the company's management and mid-level officers to ensure appropriate techniques to be used during recruitments and selection process along with equal gender representation within the recruitment panels to ensure unbiased decision during the recruitment process. In some cases, one or two members among the PWDs

can be also included in the recruitment panel based on the number of applicants received from PWDs.

- 2) Gender related sensitization and training should also be provided to staff at the operational level to ensure appropriate and sensitive handling of clients and vice versa.
- 3) There is a need to conduct formal leadership training programmes through coaching, sponsoring and mentoring to foster women's access to promotion and to ensure equal participation from both men and women in career development programmes.
- 4) Institute a training policy to ensure equal representation of women in training nominations, including training needs assessment, as per the job positions in the annual work plans. The training plans can also include sexual harassment and gender discrimination as well as conducting awareness workshops to be conducted among the employees.

Policies and procedures

- 1) Create an internal communication strategy to make workplaces more gender equal and to ensure transparent communication of company policies, resources and opportunities. It should be followed by staff training on professional communication on gender equality both within the company as well as to deal with external stakeholders.
- 2) The company may also look into instituting a separate member committee to deal with the sexual harassment issues besides the normal HR committee.
- 3) Institute a supplier code of conduct to include gender equity and PWD/LBGT sensitive provisions in the supply chains of the company and create awareness to employees and the contracting vendors.
- 4) Promote the use of women and PWDs-owned businesses as suppliers through identifying women and PWDs owned business, establishing baseline and goals, and developing networks of existing suppliers to increase women and PWDs' access to supply chain opportunities.
- 5) Introduce effective business diversity and inclusion policy for recruitment and promotion of LGBT and PWDs in the company.

Work-life balance

- 1) Maternity leave should be extended to 3 months and paternity leave to 10 working days at par with other companies. The company can also look into maternity and paternity leave for child adoption, foster and kinship care in future.
- 2) The company could consider provisions for childcare services like day care center and lactation rooms for working mothers at the office premises.
- 3) The company needs to conduct an assessment of risk factors associated with gender-based harassment and sexual harassment, and a climate survey to assess the extent to which harassment is a problem within the company and from clients.
- 4) Establish PWDs friendly facilities and infrastructure within the company to motivate and provide equal access to PWDs.

PART E: ACTION PLAN AND CONCLUSION

1. Action plan

Company: Singye Group of Companies Pvt. Ltd.

Objective	Strategic initiatives	Targets
Create equal gender representations across the company	<ul style="list-style-type: none"> a) Appointment of women representation in interview panels b) Conduct gender mainstreaming programmes to new recruits c) Change strategies on job advertisement mainly for women 	<ul style="list-style-type: none"> a) By 2023 b) By 2023 c) By 2023
Conduct capacity development programmes	<ul style="list-style-type: none"> a) Organize training to management and senior levels on gender aspects in recruitment and business operation b) Conduct trainings for all employees on gender discrimination & sexual harassment c) Training on professional communications d) Develop annual training plans and programmes 	<ul style="list-style-type: none"> a) Conduct at least once a year b) Conduct at least once a year c) Conduct annually d) Conduct annually
Creating conducive working environment for women	<ul style="list-style-type: none"> a) Provide separate lactation room b) Provide day care centres c) Introduce paternity and maternity for adoption, foster and kinship care d) Explore the feasibility of introducing financial subsidy for children's education for lower-level staff 	<ul style="list-style-type: none"> a) By 2023 b) By 2024 c) By 2024 d) By 2024
Formulation of policies, plans and procedures	<ul style="list-style-type: none"> a) Institute crisis management plan, supplier code of conduct and two-way communication system b) Establish separate committee for sexual harassment including compliant management system c) Establish alternative health wise job postings for factory workers recovering from health issues 	<ul style="list-style-type: none"> a) By 2024 b) By 2024 c) By 2024
Adopt retention strategies	<ul style="list-style-type: none"> a) Take exit interviews during employee separation 	<ul style="list-style-type: none"> a) By 2023 b) By 2024

	<ul style="list-style-type: none"> b) Institute performance management system for promotion and others c) Develop a system for unconscious bias during recruitment and selection process 	c) By 2023
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Company: Wangchuk Group of Companies Pvt. Ltd.

Objective	Strategic initiatives	Targets
Create equal gender representations across the company	<ul style="list-style-type: none"> a) Appointment of women representation in interview panels b) Conduct gender mainstreaming programmes to new recruits 	<ul style="list-style-type: none"> a) By 2023 b) By 2023
Conduct Gender sensitive and sexual harassment trainings	<ul style="list-style-type: none"> a) Organize training to management and senior levels on gender aspects in recruitment and business operation b) Conduct trainings for all employees on gender discrimination & sexual harassment 	<ul style="list-style-type: none"> a) Conduct at least once a year b) Conduct at least once a year
Creating conducive working environment for women	<ul style="list-style-type: none"> a) Provide separate lactation room b) Extend maternity leave to 3 months and paternity to 10 working days c) Establish day care centre d) Introduce paternity and maternity for adoption, foster and kinship care 	<ul style="list-style-type: none"> a) By 2023 b) By 2024 c) By 2024 d) By 2024
Formulation of policies, plans and procedures	<ul style="list-style-type: none"> a) Institute crisis management plan, supplier code of conduct and two-way communication system b) Establish separate committee for sexual harassment including compliant management system c) Establish training procedures including inclusiveness strategy 	<ul style="list-style-type: none"> a) By 2024 b) By 2024 c) By 2024
Adopt retention strategies	<ul style="list-style-type: none"> 1) Take exit interviews during employee separation 2) Institute performance management system for promotion and others 3) Develop a system for unconscious bias during recruitment and selection process 	<ul style="list-style-type: none"> 1) By 2023 2) By 2024 3) By 2023

Company: Druk Chapchab Construction Pvt. Ltd.

Objective	Strategic initiatives	Targets
Create equal gender representations across the company	<ul style="list-style-type: none"> a) Appointment of women representation in interview panels b) Conduct gender mainstreaming programmes to new recruits 	<ul style="list-style-type: none"> a) By 2023 b) By 2023
Conduct Gender sensitive and sexual harassment trainings	<ul style="list-style-type: none"> a) Organize training to management and senior levels on gender aspects in recruitment and business operation b) Conduct trainings for all employees on gender discrimination & sexual harassment 	<ul style="list-style-type: none"> a) Conduct at least once a year b) Conduct at least once a year
Creating conducive working environment for women	<ul style="list-style-type: none"> a) Provide separate lactation room b) Conduct risk factors associated with gender or sexual harassment c) Extend maternity leave to 3 months and paternity to 10 working days d) Introduce paternity and maternity for adoption, foster and kinship care 	<ul style="list-style-type: none"> a) By 2023 b) By 2024 c) By 2024 d) By 2024
Formulation of policies, plans and procedures	<ul style="list-style-type: none"> a) Institute crisis management plan, supplier code of conduct and two-way communication system b) Establish separate committee for sexual harassment including compliant management system c) Establish procedures on recruitment, appointment, promotions, pay, training, sexual harassment and communications 	<ul style="list-style-type: none"> a) By 2024 b) By 2024 c) By 2024
Adopt retention strategies	<ul style="list-style-type: none"> a) Take exit interviews during employee separation b) Institute performance management system for promotion and others c) Develop a system for unconscious bias during recruitment and selection process 	<ul style="list-style-type: none"> a) By 2023 b) By 2024 c) By 2023

Company: Norbu Healing and Therapeutic center

Objective	Strategic initiatives	Targets
Create transparent recruitment and selection procedure	<ul style="list-style-type: none"> a) Appointment of women representation in interview panels b) Set up special criteria for PWDs recruitment 	<ul style="list-style-type: none"> a) At least 2 persons representing women b) Recruit as and when available
Conduct Gender sensitive and sexual harassment trainings	<ul style="list-style-type: none"> a) Organize training to management and senior levels on gender aspects in recruitment and business operation b) Conduct trainings for all employees on gender discrimination & sexual harassment 	<ul style="list-style-type: none"> a) Conduct at least once a year b) Conduct at least once a year
Creating conducive working environment for women	<ul style="list-style-type: none"> a) Provide separate lactation room b) Provide childcare center c) Conduct risk factors associated with gender or sexual harassment d) Extend maternity leave to 3 months e) Introduce paternity and maternity for adoption, foster and kinship care 	<ul style="list-style-type: none"> a) By 2023 b) By 2024 c) By 2024 d) By 2023 e) By 2024
Formulation of policies, plans and procedures	<ul style="list-style-type: none"> a) Institute crisis management plan, supplier code of conduct and two-way communication system b) Establish separate committee for sexual harassment including compliant management system c) Establish training policy with gender component included 	<ul style="list-style-type: none"> a) By 2024 b) By 2024 c) By 2024
Provide equal opportunity for PWDs	<ul style="list-style-type: none"> a) Establish PWD recruitment criteria and procedures including panel member represented by PWD 	<ul style="list-style-type: none"> a) By 2023

2. Conclusion

This study is the first pilot project in the private sector under the Sustainable Development Services Gender Equality, Diversity and Inclusion programme, which supports gender mainstreaming efforts in private companies.

The findings from this study will form the basis of analysis for other companies to come into the mainstream for gender related studies. It will also set an example for the private sector in Bhutan to improve key areas within a company's operations through the implementation of a wide range of equal opportunity, affirmative action and gender mainstreaming measures, as practiced by global companies, to tackle the most pressing gender inequalities.

3. References

- a) Sustainable Development Services-Gender Equality, Diversity and Inclusion, UNDP
- b) Strategy for Gender Mainstreaming in the Employment Sector 2010–15, International Labour Office, Geneva
- c) OECD Toolkit for Mainstreaming and Implementing Gender Equality
- d) Guide on Gender Mainstreaming, Business, investment and technology services for private sector development, UN Industrial Development Organization
- e) Gender Equality Plans in the private sectors in EU, Directorate General for Internal Policies
- f) Gender mainstreaming in skills development, Guidance paper and tools, UNDP
- g) Georgia, Country Gender Assessment, December 2018
- a) Gender Equality and Social Inclusion Assessment of the Energy Sector, ADB, Nepal, February 2018
- b) Gender Equality Organizational Assessment Tool, World Customs Organization,
- c) Gender Mainstreaming strategy for the Private Sector (2020-2024), Private Sector Federation, Rwanda, UNDP 2019
- d) Gender Mainstreaming, Conceptual framework, methodology and presentation of good practices, Council of Europe, 2004
- e) National Gender Equality Policy, Royal Government of Bhutan
- f) Labour and Employment Act of the Kingdom of Bhutan
- g) Regulations on working conditions, Ministry of Labour and Human Resources

4. Annexure

4.1 Gender Equality Committee and functions

The Gender Equality Committee (GEC) for each of the companies was formed through a consultative process and the members are as follows:

Company	Member	Designation
Singye Group of Companies	Mr. Singay Dorji	Corporate Manager
	Mr. Phuntsho	HR Manager
	Mrs. Dorji Wangmo	Manager
	Ms. Kinley Bidha	Sales Executive
	Ms. Kezang Choden	Accountant
Druk Chapchab Construction	Mrs. Khandu Om Tshering	Project Architect
	Mr. Jimmy Tshering	Project Manager
	Mr, Biswajit Saha	Project Engineer
	Mrs. Tashi Lhamu	Administration
Norbu Healing Arts Center	Mr. Norbu	Management Advisor
	Mrs. Phub Dem	Technical Advisor
	Mr. Baskar Giri	Drungtsho
	Mr. Yeshe Wangchuk	Training Director
	Mrs. Dechen Dema	In-charge, Therapist
	Mrs. Deki Chador	Beautician
	Mrs. Samjana Subba	Drungtsho
Wangchuk Group of Companies	Mrs. Nima Dema	HR Manager
	Mrs. Dawa Lhamo	Sr. Finance Officer
	Mrs. Jitshen Dema	Guest Service Executive
	Mr. Kinley Dorji	ADM Officer
	Mr. Omnath Biswa	Reservation/Marketing Officer

Objectives:

- a) To advocate gender equity and gender mainstreaming within the company
- b) To provide feedback and advice to employees on the gender equity implications on policies, plans and services
- c) To provide advice on gender equity issues as well as to address gender equity issues

- d) To contribute towards collaborations that will support and promote gender equity and prevention of sexual harassment in the workplace

The functions of the GEC are as follows:

- a) To oversee and promote gender equality at the company by ensuring equality of opportunity and respect for diversity as a key consideration in all planning and development processes
- b) To ensure compliance with all legislative requirements relating to equality, diversity and inclusion matters
- c) To approve, oversee and provide guidance and direction to achieve equality and diversity objectives identified in the plans
- d) To highlight and communicate developments in terms of equality, diversity and inclusion as appropriate for all policy matters
- e) To make recommendations for the enhancement of equality in the company and to suggest positive actions in order to prevent any deficits in the area of equality and diversity
- f) To facilitate the evaluation and validation of equality, diversity and inclusion measures, policies and procedures
- g) To ensure promotion of equality, diversity and inclusion matters as well as to ensure provision of appropriate and effective trainings
- h) To oversee programmes related to gender equity and gender mainstreaming
- i) To conduct due course of procedures in the case of workplace sexual harassment or differences created due to gender in-equality or diversity

4.2 SDS Gender study questions

Gender Equality Assessment	
General Information	
a) INFORMATION OF THE COMPANY / ORGANIZATION	
Name of the Organization	
Organization Type (private limited, sole proprietorship, etc.	
Location	
Business Description/Type of the Company	
Target Market	
b) SIZE / DIMENSION	
Number of Fulltime Permanent Employees (M/F)	
Number of Part-time Employees (M/F)	
Estimate Annual Revenue (USD)	

STAFF BY LEVEL OF RESPONSIBILITY	Men	Women	Comments & Evidence
a) Leadership Positions			
Executive Director/CEO or equivalent			
Executive/ Senior-level officials and managers			
Mid-level officials and managers			
Subtotal leadership positions			
b) Board of Directors (if relevant)			
Members on the board of directors			
Total			
Staff by Department	Men	Women	Comments & Evidence
Administration, finance, purchasing			
Marketing, commercial and sales			
Logistics (if relevant)			
Production, operations			
Service			
Technical			
Human resources			
Total Staff	0	0	
Staff Distribution by Demographics	Men	Women	Comments & Evidence
a) Age (review and crosscheck Bhutanese context)			
Under 18 years old			
Between 18 and 30 years old			
Between 31 and 60 years old			
Older than 60 years old			
Total	0	0	
b) Disabilities			
Employees with disabilities			
Employees without disabilities			
Total	0	0	
d) Seniority (No. of years in service)			
Less than 2 years			
Between 2 and 5 years			
More than 5 years and less than 10			
More than 10 years			
Total	0	0	

e) Gender identity			
Ciswomen/ Cismen			
Transgender Men/ Trans Men/ Female to Male (FTM)			
Transgender Women/ Trans Women/ Male to Female (MTF)			
Gender non-conforming/ Gender Variance/ Genderqueer			
Other			
If you entered data for "others" please enter your classification			
Total			
11 Key Assessment Areas			
1. Recruitment and Retention		Yes/No	Comments & Evidence
Does the company have recruitment targets for the promotion of gender equity in all levels and in every area?			
Do women constitute at least 30% -40% of all new hires in any given hiring cycle?			
Does the company carry out, or has it carried out when required, recruitment and selection processes aimed specifically for women, in order to balance their presence among the staff?			
In advertisements for recruiting, does the company take special care in using inclusive language and appealing to both men and women?			
In the company, are all people hired through a formal and documented process of search and staff selection?			
Does the company have senior positions or jobs reserved only for women?			
Does company policy specifically prohibit discrimination during recruitment and selection processes based on marital status, age, pregnancy (or the possibility of pregnancy), and ethnicity?			
Recruitment, Selection and New Hires (in the last 18 months)	Men	Women	Comments & Evidence
No. of applicants or candidates			
No. of applicants or candidates effectively hired			
Turnover for Terminations and Resignation (in the last 18 months)	Men	Women	Comments & Evidence
No. of employees			
No. of employees whose contract finished by termination			
No. of employees whose contract finished by or resignation			
2. Equal Pay and Wages		Yes/No	Comments & Evidence
Do the salary and compensation policies of the company explicitly ensure that men and women receive equal pay for equal work?			
Does the company have a transparent information and communication system to communicate the compensation policy to all staff?			

Does the company have a salary and compensation policy to ensure the implementation of the equal pay for equal work principle?			
Does the criteria for assigning salary / wages apply a method for calculating incentives / benefits without gender bias, which is reported and known to all staff?			
Salaries	Men	Women	Comments & Evidence
a) Average Gross Salary in the Last Year, in USD			
Executive Director CEO or equivalent			
Executive/ Senior-level officials and managers			
Mid-level officials and managers			
Technical positions			
Administrative positions			
Support positions			
Operational positions			
Total			
3. Promotion		Yes/No	Comments & Evidence
Does the company usually make objective and fair assessments of employee performance?			
Does the company have mechanisms to ensure that staff promotion is in line with performance evaluations, without gender bias?			
Is the policy for internal promotion in the company designed to ensure women participate equally with men in decision-making and management at all levels and areas of the company?			
Does the company have concrete objectives for promotion and horizontal mobility that aim for gender equity in all levels in every area or department?			
Do promotion processes include measures to ensure that both men and women have access to promotions and professional development opportunities?			
When carrying out a promotion process, is there a mechanism in place to ensure equal representation of both sexes among the candidates being considered?			
Does the company have career paths that allow for professional development of its staff?			
Internal Promotions (last 18 months)	Men	Women	Comments & Evidence
No. of employees nominated or considered for a promotion			
No. of employees effectively promoted			
4. Training		Yes/No	Comments & Evidence
Does the company have a training plan that is consistent with needs identified by the staff?			
Does the company have specific training objectives on gender equity in all levels and in every area?			

Does the company have mechanisms to ensure that both men and women have equal access to training (number of hours of training, type of training and resources allocated)?			
Does the company have verification mechanisms/instruments to check if trainings are done during the working day?			
Does the company provide women and men equal access to training that prepares them for non-traditional positions or jobs that break gender stereotypes and/or under-represent their gender?			
Do on-site company training sessions ensure that their duration, frequency and schedule do not interfere with family responsibilities of the employees, as to not prevent their participation?			
Does the company offer annual gender trainings conducted by specialized professionals in the field to staff at all organizational levels (as a priority to senior management, managers, human resources, unions/workers, committees/commissions/boards of the company)?			
Education or Training	Men	Women	Comments & Evidence
No. of employees effectively trained			
No. of employees who have undertaken trainings on gender			
5. Internal and External Communication		Yes/No	Comments & Evidence
Does the company in its internal and external communication and brand positioning, take into account the use of inclusive language (non-stereotyped images, making both men and women visible, and non-sexist language)? communication and advertising?			
In your opinion, do all staff have access to internal/external communication and information?			
Has the company communicated its commitment to gender equality to all the staff?			
Has the company/organization communicated its commitment to gender equality to external audiences?			
6. Work-life balance		Yes/No	Comments & Evidence
Does this company/organization offer alternatives for women not to quit their jobs due to childbirth and/or to care for her family?			
Do you have paid maternity leave policy in place?			
Do you have paid paternity leave policy in place?			
Do you have paid maternity leave policy for cases of adoption and foster care in place?			
Do you have paid paternity leave policy for cases of adoption and foster care in place/			
Do you have policies for permitted leave for the care of dependents in place?			
In your company, are workers consulted about family and personal needs that could be made more compatible with work?			
Does your company promote co-parenting or, in other words, promote the care of children by both men and women?			

Does your company provide support for care services of children and others (for example: child care facilities in the company, financial subsidies for kindergartens, care grants for other dependents, support in the summer for children, etc.).					
Is there a system for establishing a reduced work week, flexible working hours or telecommuting for staff? (For example: reduced work day, reduced work week, flexible work schedule, work day that coincides with school day, part-time work, telecommuting, etc.).					
Does your company encourage work-life balance among its employees?					
Does the staff have the possibility to request permission for absences within working hours to deal with family, school or other situations of an extraordinary nature?					
Working Parents		Men	Women	Comments & Evidence	
No. of working parents					
No. of single parents					
		No. of people eligible to receive the benefit		No. of people who actually take the benefit	
				Policy exists (Yes or No)	
Extended Leave Policies		Men	Women	Men	Women
Parental leave					
Parental leave for cases of adoption and foster care					
Leave for breastfeeding					
Reduction of working hours for legal custody of dependents					
Permitted leave for the care of dependents					
What other leave policies does your organization have?					
Flexible Workplace Arrangements					
Flexibility in hours of arrival and departure					
Flexibility in having a negotiated schedule					
Reduction in working hours for personal reasons					
Paid leave for personal reasons					
Unpaid leave for personal reasons					
Telecommuting / Online/ virtual working					
Company transportation to and from residence (based on nature of work)					
Childcare/nursery at the company					
External childcare support					
What other flex time and work environment policies does your organization have?					
Table: Returning after Maternity Leave (include paternity leave)		Women		Comments & Evidence	
Number of women who took maternity leave					
Number of women who did not return after maternity leave					
Number of women who did return after maternity leave					

7. Prevention and treatment of sexual harassment and gender-based harassment		Yes/ No	Comments & Evidence		
Is the staff of the company informed about the explicit prohibition of activities that can constitute harassment in the workplace?					
Is a specific institutional policy in place governing the prevention, sanction and elimination of sexual harassment?					
Does the company undertake annual training and updates on gender and sexual harassment for those responsible for the prevention, detection and response to harassment cases?					
Is there a person, committee, or commission responsible for establishing measures to prevent, detect and act on harassment cases?					
Is your company monitoring and following up on incidents and harassment cases?					
Does the company hold workshops and lectures to raise awareness of sexual and workplace harassment among employees?					
Does the company have documented procedures for detecting and addressing sexual and workplace harassment?					
Does the company keep track of complaints about workplace harassment and apply penalties if the allegations are proven to be true?					
Does the company conduct annual awareness-raising to prevent harassment, sexist attitudes and discriminatory treatment in the company?					
In short and based on your previous answers, do you think that everyone on the staff is aware of the existence of the mechanism and / or protocol for prevention and action in cases of sexual harassment and considers it easily accessible?					
Table 7.1: Preventing and Addressing Sexual Harassment or Gender Based Discrimination					
a) Sexual Harassment					
Situations in which the received complaint occurred	Complaints Received		Address ed and resolved		Comments & Evidence
	Men	Women	M	W	
During the recruitment/promotion and transfer and selection process					
In another situation or process/ workplace					
Total sexual harassment complaints	0	0	0	0	
b) Relative Hierarchical position of the victim and the perpetrator	Men	Women	Comments & Evidence		
Victim subordinate of perpetrator					
Victim superior of perpetrator					
Victim and perpetrator were peeps					
Another hierarchical relation					
Total sexual harassment complaints	0	0			

c) Gender-based discrimination	Complaints Received		Addressed and resolved		Comments & Evidence
	Men	Women	M	W	
Situations in which the received complaint occurred					
During the recruitment and selection process					
During the promotion of job mobility process					
During the exercise of labour responsibilities within the company					
During the exercise of labour responsibilities within the value chain					
In another situation or process					
Total gender-based discrimination complaints	0	0	0	0	
d) Relative Hierarchical position of the victim and the perpetrator	Men	Women	Comments & Evidence		
Victim subordinate of perpetrator					
Victim superior of perpetrator					
Victim and perpetrator were peeps					
Another hierarchical relation					
Total sexual harassment complaints	0	0			
8. Supply Chains (Optional - if relevant, based on nature of business)					
	Yes/ No		Comments & Evidence		
Does your company ensure gender equality within processes for initiating relationships with suppliers or contractors and regularly reviewing these for 'fit' with the organization's gender strategy?					
Has your organization mandated and communicated any organization-wide procurement / supply chain policies and practices in relation to gender equality?					
Does your company's procurement department take proactive steps to initiate or increase the relationships with women owned businesses in the value chain or when contracting vendors?					
Does your company have a supplier code of conduct in place that protects women's rights?					
Does your company have gender-sensitive provisions in the supplier code of conduct?					
9. Inclusion (LGBTQI, PWDs)					
	Yes/ No		Comments & Evidence		
Does your company have an inclusivity and diversity strategy?					
Is there an Employee Resource Group/Business Resource Group/Inclusion council?					
Does the KPI of senior management include an inclusivity goal to promote inclusive behavior?					

Do you have an effective corporate diversity and inclusion policy that states specific desired outcomes and establishes a framework for determining whether those outcomes have been met?		
10. Crisis Management and Employee Protection	Yes/ No	Comments & Evidence
Do you have a cross functional gender inclusive crisis management team?		
Do you have a crisis management plan in place?		
Are there crisis communication channels for employees' including confidential channels?		
Are there measures in place to promote diversity and inclusion in the workplace in the short term and long term as part of the crisis management plan?		
Are there policies in place to support remote working for all staff with adequate measures to provide staff with the flexibility required during crisis times?		

4.3 Interview Questions

1. What do you understand by sustainable development services gender equality, diversity and inclusion?
2. Why do you think gender mainstreaming is important in the private sector?
3. How many women are the in critical positions and in the management?
4. Do you have policies, rules and regulations in place for gender related issues in your organization? If so what are they?
5. Do you face any gender inequality in your company? If so, what are they, describe any gender inequality issues in the organization?
6. Did you ever experience sexual harassment in the past years? If so, how did you dealt with the incident? If not, is there a system or procedures in place to deal with such incidents?
7. What are the grievance procedures in place to address social issues at the workplace related to gender?
8. What type of activities do you conduct in order to create balance between work and life especially to women working in the company?
9. What type of facilities do your company have in order to create conducive working environment between men and women?
10. Is there gender parity for payments and incentives or benefits in the company in terms of men and women? If so, please provide details along different levels.
11. What are the positive advantages does women have in your company compared to men?
12. What are the advantages of having women in the decision-making team or the management?

13. How often does your organization conduct gender related trainings or capacity building programmes? If any took place in the past, which areas are covered? How many are conducted in the last one year?
14. What needs to be done in order to provide equality in the business operations?
15. Do you have any other comments to make in order to address gender issues in the company? If so, please mention here.



Woman and Child Helpline

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