

# Advancing Workplace Gender Equality at Teleperformance, Philippines

Teleperformance (TP) Philippines, one of the country's largest offshore contact centers, participated in a case study commissioned by Investing in Women (IW), an initiative of the Australian Government, to demonstrate results in bringing about change in workplace gender equality (WGE). The case study examines the company's efforts as part of their engagement with the Philippines Business Coalition for Women Empowerment (PBCWE).

## The GEARS Assessment Process

In 2021, TP modified their diversity, equality, and inclusion (DE&I) strategy placing more emphasis on DE&I and increasing the number of women in top level positions. TP, considered as best practice leader on DE&I initiatives, has been implementing its women and DE&I agenda since 2015 and recognises that more could be done on WGE. To assist with this process and deepen their understanding on workplace gender equality, TP joined PBCWE. PBCWE's technical support centered on an internal company-wide assessment called GEARS (Gender Equality Assessment Results and Strategies).

The GEARS guides companies in collecting and analysing Human Resource (HR) statistical data, such as, gender composition in the workplace, employee career progression, and policies and practices that support and promote WGE. In April 2022, PBCWE presented the GEARS findings to the TP Women Board representatives. The assessment confirmed that TP had a strong vision for WGE, with a priority placed on workforce gender balance. The assessment also found that:

- TP achieved 'Strategic' status in the areas of recruitment, selection, and promotion; flexible working arrangements; alignment of gender equality and business priorities, professional development; and gender composition of the workforce.



- TP achieved 'Active' status in the areas of gender pay equity; preventing and addressing gender-based harassment and discrimination; and talent management and succession.
- TP met minimum standards in leadership and accountability and scored low in WGE training.
- TP had a balanced gender composition for most staff levels, including at the board level at 44:56 women to men. However, at the executive management level only 20 percent executive staff were female.
- Retention rates are generally low in 4 out of 5 levels. Only the executive level achieved 100 percent retention rates for both women and men.
- TP was also found to promote and hire slightly more women than men overall.

GEARS was used by TP and PBCWE to set priorities for an action plan. TP decided not to just prioritize three strategic actions, but included all recommendations put forward by GEARS. The top three GEARS recommendation included:

1. Provision of mandatory WGE training;
2. Strengthen accountability for WGE;
3. Talent management and succession planning

The remaining recommendations covered aligning business priorities with gender equality, pay equity, monitoring gender balance, flexible work, sexual harassment, and discrimination mechanisms, and monitoring professional development and recruitment and promotion.

## WGE Progress at Teleperformance: Post-GEARS Assessment

TP already had a strong hand when it came to a company-wide commitment to DE&I. PBCWE helped the company use the insights from GEARS to deepen their understanding and refine their strategy further. Despite a short implementation timeframe, there are early indications of change and impact within TP and these include:

- **Enhanced understanding of WGE.** Through GEARS and WGE training activities facilitated by PBCWE, TP staff now have better awareness on the real definition of WGE and its implications on their work in general and DE&I initiatives in particular.
- **Established WGE and anti-sexual harassment (ASH) training as mandatory courses.** TP has prioritized training on WGE and ASH so all staff can understand what gender inequality and sexual harassment and violence is in practice in the workplace.
- **Improved WGE planning.** TP's plans are now focused on meeting global WGE targets based on GEARS. These targets are driving the collection and analysis of DE&I metrics for the company at a whole and within all departments and initiated the conduct of a pay gap analysis.
- **Improved leaders' accountability, skills, and knowledge.** Through the learning events and member meetings with PBCWE, TP Women Core and DE&I groups have learnt key WGE concepts, industry best practices and benchmarks of success. TP is more accountable to the WGE targets with the creation of TP Women Core Group and hiring of a dedicated support staff to take forward DE&I/WGE efforts.
- **Gender sensitive promotion, recruitment, and selection.** TP has become more proactive in their recruitment and selection of female candidates for executive posts. At present, the company purposely seeks gender balance in its promotion and leadership programs.

While implementation of actions is at an early stage, TP is demonstrating tangible results that will further evolve over time as the company's partnership with PBCWE continues.

<b>Sector</b>	IT/Business Process Outsourcing/Customer Service
<b>Market</b>	Philippines
<b>Employees</b>	62% women
<b>Mid and Senior Management</b>	50% women

## Teleperformance's Success Factors

The case study highlights the following factors that have contributed to progress on WGE in TP:



**Sustained leadership, commitment, and accountability.** TP's executive management have committed to WGE targets as part of a larger strategy on DE&I and have allocated resources to implement the WGE Action Plan.



**A company strategy that promotes gender equality.** The establishment of TP Women and TP Pride as a global network strengthened WGE actions within the company.



**Motivational awards.** Public domain WGE and related awards including the Great Place to Work® Certification, have encouraged sustained company action to improve indicators of DE&I success.



**Trusted Local Technical Support.** PBCWE have played an important role in guiding and providing advice to TP in deepening their knowledge and understanding of WGE, refinement of their WGE strategy, action plan, target setting and monitoring.



**Gender equality data, insights and analytics.** PBCWE have played a key role in assisting TP in analysing HR data and applying a gender lens to gender disaggregated statistics.



**Gender equality knowledge and skills.** Gaining new knowledge and a better appreciation of WGE concepts and approaches has motivated TP to address areas where gender bias can arise such as recruitment, selection and promotion. Improved staff training has also led TP leaders to establish accountability measures for WGE targets.